

# 2005 Shambhala Congress

## Plan for Follow-up & Working Group Structure

### Summary

This plan for follow up to the 2005 Shambhala Congress was adopted by the Sakyong's Council on April 6, 2005.

### Background

The following table provides a comparison of subject areas from the 2004 Working Groups and the 2<sup>nd</sup> Congress.

| 2004 Working Groups                          | 2005 Congress Topic Groups                   |
|--|--|
| Mandala Governance and Structure             | **   |
| Membership Policy                            | **   |
| New Economic Model                           | New Economic Model (Finance)                 |
| Leadership Development & Succession Planning | Leadership Development & Succession Planning |
| Communication                                | Communication                                |
| Outreach                                     | Growth                                       |
| Community Care                               | Children & Families                          |
| Diversity & Accessibility                    | **   |
|  | Deleks                                       |
|  | Feminine Principle                           |
|  | KOS, Court, Forms, Role of Warrior of Center |
|  | Practice                                     |
|  | Regionalization                              |
|  | Social Action                                |
|  | Factionalism and Inclusiveness               |

*\*\* denotes subject areas discussed in plenary, but not a topic/breakout group*

## Disposition of Topic Groups

**Inclusiveness:** Assigned to the Sakyong's Council. Specific issues may be delegated, e.g. clarifying the paths could be assigned to council member Mandelker and the Office of Practice and Study, working in conjunction with the Ashe Acharya, the Council of Acharyas and the Sakyong.

**Feminine Principle:** Continue with the Commission on the Status of Women and Feminine Principle. President Reoch will invite the Commission to appoint a representative to the Sakyong's Council.

**KOS, Court, Role of Warrior of the Center, Forms:** Assign to Council of Warriors. Marty Janowitz will serve as representative/link on the Sakyong's Council.

**Practice:** Assign to Office of Practice and Study. Carolyn Mandelker will serve as representative/link on the Sakyong's Council, working in conjunction with the Ashe Acharya, the Council of Acharyas and the Sakyong

**Regionalization:** Assign to the Mandala Council (as described in the core governance model). Mandala Council Vice Chair Debbie McCubbin will serve as representative/link on the Sakyong's Council.

**Social Action:** Currently an Advisory Group. President Reoch will consult with the Group's co-chairs to determine whether to continue as an Advisory Group or change to a Working Group.

## Working Groups

The remaining topic groups would be assigned to Working Groups, as detailed on the following pages. Two of the groups – Membership Policy and Outreach – are nearly done with their work and would be expected to dissolve within 6 months. The remaining nine would continue until the next Congress.

The Working Group Chairs have the discretion to enlist volunteers and create subgroups as needed to complete their work.

Overall coordination of the Working Groups will continue through the "Chairs Group", chaired by Connie Brock.

Two of the proposed groups – Internet Services and Leadership – will provide core service capabilities that other groups can use. For example, the Internet Services group will provide the infrastructure needed to house best practices, and the Leadership group will provide a training program/infrastructure for delivering diversity awareness training. These linkages are noted in the following Working Group descriptions.

## 2005 Working Group Structure

### Membership Policy

Chair: Mary Whetsell

1. The Chair will make revisions to the proposed membership policy document based on feedback gathered at Congress. The revised document will be edited by members of the membership working group, as well as President Reoch and Connie Brock, and will then be distributed to the Sakyong's Council for review and discussion at the April meeting. Following that review, and possibly revised yet again, the recommendations will be submitted to the Mandala Council in early summer for final review, with the intention that the policy could then be approved at the August 2005 meeting.
2. In collaboration with Ed Keizer, and the Internet Services chairperson, Holly Gayley, we will move towards establishing a centralized on-line membership database which could be employed mandala-wide. Mary Whetsell will locate three or four Centers in North America willing to pilot the on-line membership database program currently being used in Europe. Representatives of these Centers will report to the Mandala Council in August regarding their experiences with the database, and the Council will decide whether this database can be used for centralized tracking of membership across the Mandala.
3. In collaboration with Holly Gayley, a membership toolkit will be developed for distribution to all Centers and Groups in August, 2005. The SC will be asked to approve funding of this toolkit, with a projected expense of \$1000 for development and distribution. Similar to the CD format used with the Outreach toolkit, the Membership toolkit would include the following:
  - a) A template for a brochure titled "What is Shambhala?". This brochure will be available to new people coming in to our Centers as a way to introduce them to our Mandala.
  - b) A template for an informational piece titled "Membership in Shambhala". This template will provide the basic aspects of membership that are adopted as policy mandala-wide. It would also give info linking the reader to their local Membership Coordinator, who will provide them with a locally customized membership packet.
  - c) A template for a locally customized membership packet, which would include all the locally determined info about membership.
4. A central membership coordination position needs to be developed, and possibly funded. Mary Whetsell will work with core services to rough out the details of this position, including job duties, estimated number of hours per week. Once developed, these duties would be part of the mandala's core services.
5. Once the above has been accomplished, hopefully by August 2005, the Membership Policy working group can be dissolved.

## **Communications**

Chair: Mary Whetsell

The purpose of this group will be to continue the work of the previously formed Communications working group, as well as to respond to issues brought up by the communications topic group at the 2005 Congress.

The communications topic group identified three discreet areas of activity which occur under the heading of communications:

1. continuation of the work which has been done over the last year to communicate and involve the mandala-at-large in the Congress process;
2. review and further articulation of the requirements for communication systems within our mandala, including but not limited to web-based communications (such systems to be developed by the Internet Services group);
3. intentional and conscious community building through improved interpersonal communication skills.

The Chairperson will form three sub-committees to address the topic areas above.

Leadership training links: provide requirements for communications skills training.

Internet Services links: provide requirements for website facelift, "wiki" page, web-based communications systems.

## **Outreach**

Chair: Holly Gayley

1. The Outreach Working Group accomplished two out of three of its 2004 goals: the Outreach Toolkit CD and the *Outreach Bulletin*. A third project is still in the works, namely the proposed "website facelift." This project has been allocated a budget of \$3-5,000.
2. The Outreach Working Group could pursue the lateral communications issues discussed in the Growth topic group. These focus on ways to network, share strategies and best practices for growth.
3. There were a host of other templates requested for brochures and publicity materials. SSBS and Shambhala Training were mentioned specifically. It is beyond the scope of the Outreach Working Group to develop such materials. But we would like to recommend this as a "core service" to be taken up by the core services function as it expands. The design work itself can be done on a consignment basis, but the development of "copy" takes time and networking to gain consensus on the content. The Outreach Working Group could try to gather a list of designers and also track down existing brochures and publicity materials.

When these items are completed, the Outreach Working group could be dissolved.

Internet Services links: provide requirements for lateral communications systems.

## **Internet Services (new)**

Chair: Holly Gayley

This is a new group. Its main purpose is to formulate a long-term plan for redesigning the shambhala.org website. The goal would be to submit this plan to the Sakyong's Council at the meeting in August at Shambhala Mountain Center. If the plan is approved, the group would proceed with design and implementation, to include the requirements articulated by the various groups looking for web-based capabilities. This would include such things as lateral communications systems, hosting best practices, and support for an international membership database (perhaps based on the European system currently being piloted).

## **Finances (formerly New Economic Model)**

Chair: Jim Rosen

1. ***Pricing Guidelines***: This was the number one finance-oriented request from participants at the congress: that the mandala explore ways to make programs affordable and inviting (from a financial perspective) for all constituencies. The feedback was that we have problems along at least two dimension. First, in many cases programs are priced at a point that makes it impossible for many people to participate. This was identified as an issue for at least three groups of people: students, minorities, and other practitioners with limited financial resources. Second, there was consistent feedback that the information we require people to provide for the programs we have in place to waive fees is often perceived as insulting and as a result, many people are unwilling to participate in them. The Office of practice and Study will participate in developing the guidelines.
2. ***Continued development and support for the new economic model***: Given the lack of a CFO, we will need to continue to assist the Comptroller in executing on the new financial model that was approved by the Sakyong's Council. In addition, we may look at whether or not other lineage institutions that were not part of last year's planning should participate in some way.
3. ***Better Support of local center finances***: Finance directors and center directors from local centers are both looking for more support. A number of ideas were broached including:
  - Creating a finance manual for North American centers. Europe has an excellent manual and some of the content from this could be repurposed for North America.
  - Creating a clearinghouse for Finance Directors to share best practices.
  - Providing training to the General Membership on how to relate to money.This project arguably should be managed by the CFO once this person is in place.
4. ***High level financial planning***: A group met at the Shambhala Congress on February 15<sup>th</sup> and 17<sup>th</sup> to initiate discussion on high-level financial coordination in our mandala. This meeting was convened in response to a discussion at the December meeting of the Board of Directors, about the tremendous value in harmonizing and mutually supporting our goals for capital expenditure and large investment.

Representatives from many of our major lineage institutions participated and agreed to move forward with this project.

***Fact sheets for budget:*** There is still significant confusion about how budget money is being spent for supporting the Sakyong and President Reoch's staff. It was suggested that a number of fact sheets be developed to provide further clarification. This should be taken up by the Finance Office.

Leadership training links: provide requirements for training on how to relate to money.

### **Mandala Structure and Governance**

Chair: Joe Inskeep

1. Development of next layer of core services
  - Debbie McCubbin and Joe Inskeep will review the core service priority sheets and offers of support made during 2005 Congress. We will organize the offers and refer names as appropriate to existing workgroups.
  - If and where sufficient energy and interest exists in volunteers, the governance workgroup will facilitate the development of one or two core services. Start-up of a core service will only proceed where it is seen as sustainable.
2. Clarify the roles and responsibilities related to core structures: in particular, the Sakyong's Council and Mandala Council.
3. Further the development of Shambhala Congress as training in governance.
  - Present a plan at the summer meeting on integration of training modules into the 2006 Congress.
4. Work with the Chief Legal Officer to extending the Charter model to practice centers and other mandala institutions.

Internet Services links: provide requirements for core service support, e.g. best practice hosting.

### **Leadership Development and Succession Planning**

Chair: Victoria Bell

1. The primary recommendation from the 2005 Congress was to develop a leadership training program specifically designed for Shambhala. The following suggestions were made for the program:
  - The essence of the program must be the Shambhala teachings.
  - An on-line component is recommended. Several weeks of on-line learning can be sandwiched by (or followed by) an in-person program.
  - The program should be organized regionally, so that travel costs are kept to a minimum.
  - Those in our community who are already capable of teaching such a program could be brought to the regions to teach, and they could train others in each

region to take over future programs or to serve as mentors on an ongoing basis.

- The program can be open to anybody who wishes to attend, and can potentially be marketed to those outside of the community.
- Current and emerging leaders from Shambhala centers should be sponsored to attend by their centers or regions, or by Shambhala.
- Fund-raising should be done to acquire seed money for the development of the program (including a proposal to the Shambhala Trust).
- As part of, or in addition to this program, we could offer an on-line (and on-going) learning tool available to Shambhala center leaders.

The topic group looked at the Naropa Authentic Leadership program and thought it would make a good base model, adapting it as needed to meet our requirements. This will be considered along with other possible approaches in preparing a specific proposal for the Sakyong's Council meeting in Boston end of April.

2. The resource collection already started by the working group should be developed further. In particular, more examples of things working well in Shambhala centers should be collected, in order to share the collected wisdom and experience of the community.
3. In order to provide clarity and support for those people in leadership positions and for centers seeking out new leaders, policy and guidelines around leadership succession in Shambhala centers should be developed.

Internet Services links: provide requirements for best practices hosting.

### **Accessibility (formerly combined with Diversity)**

Chair: Hamish Maclaren

This is a continuation of the work done in 2004. The primary focus would be support for implementation of recommendations put forward in 2004.

Leadership training links: requirements for accessibility awareness training and managing accessibility issues.

### **Diversity (formerly combined with Accessibility)**

Chair: Cortez Rainey

This is a continuation of the work done in 2004. The primary focus would be support for implementation of recommendations put forward in 2004.

Leadership training links: requirements for diversity awareness training and managing diversity issues.

### **Revitalizing Deleks (new)**

Chair: David Quinn.

This is a new group. The group from the 2005 Congress will continue with the discussions initiated there. Others with interest in the issue of deleks will be invited to participate in and provide additional input and direction for the group. The scope will include consideration of the delek system in all centers.

Recommendations from the 2005 Congress fall into two general categories:

International Deleks (Form):

1. Develop independent communications for deleks internationally. Including a list-serve of deleks and dekyongs, a website for information and resources.
2. Compile a resource list for community and delek building.
3. Raise awareness in the community of community and delek issues. Facilitate community delek discourse and hold community meetings on the subject.
4. Provide translation of delek resources into other languages.
5. Establish regularly scheduled regional dekyong conferences and encourage centers to sponsor someone to attend.

International Deleks (Content)

1. Develop dekyong training curriculum and program including the study of the view of the delek system and practice of dekyongship, delek role-playing exercises.
2. Provide training regionally.

Leadership training links: requirements for delek training.

### **Children and Families (formerly Community Care)**

Chair: Amy Conway.

Recommendations from the Congress were:

1. Develop an inclusion policy and curriculum for families and children that can be instituted mandala wide.
2. Establish subgroups that address tasks, needs and fundraising.
3. Identify advisors, mentors and active participants.
4. Gather existing wisdom – identify what has and hasn't been working.
5. Develop and administer a survey that will provide information on issues, needs and future vision for children and families.

## 2005 Working Group Structure

*Note: Solid arrows represent requirements from one group to another.*

*Dashed arrows represent a shared subgroup.*

*Dashed boxes represent entities other than Working Groups.*

