

Definitions of Terms Used in the Mandala Proposal

Associated Groups: Groups that meet literally or virtually (i.e. online) and have been authorized by the Dharma Council to publically identify themselves with DRZC, are supported by DRZC, or are Buddhist groups that are organized or led either by a DRZC Associated Teacher or by a DRZC monastic. Dharma Council keeps the Board of Directors apprised of the status of Associated Groups and Teachers.

Associated Teachers: A DRZC member with Dharma Transmission who teaches under the auspices of DRZC.

Apprenticeship: The gradual process of Mastering a position or job within the temple under the guidance of seniors who are currently Masters of the position or job.

Blocking: During Consensus Process (see below), a member with serious concerns who feels the decision being made may be disastrous for the group can block consensus, thus preventing a decision from being made. Blocking shouldn't be used for concerns about personal consequences. Blocking triggers further discussion and postponement of decision, not Escalation.

Circle Process: Known elsewhere as Council Process (called "Circle Process" here to differentiate it from process procedures associated with the Five Councils). Circle Process is used to explore possibilities, consider differences, reflect on experiences and problems, and to air feelings and reactions. It is not used to make decisions. Each member speaks briefly and spontaneously without cross-talk, either generally or on a specific topic. Circle Process can be used during a difficult Consensus Process to help clarify problems, or simply to allow a group to share with each other.

Consensus: General agreement among the members of a group about decisions and procedures.

Consensus Process: A process for reaching decisions in a group, in which no action is taken until every member either agrees with the decision or chooses not to block the decision (see Blocking and Standing Aside). Consensus process treats each member's opinion with equal weight, and resulting decisions are considered collaborative rather than compromises; the back-and-forth discussion of differing opinions is expected to move the entire group toward an acceptable decision that is considered best for the group as a whole, rather than reflecting each member's individual preferences.

Corporate Officers: Board positions (President, Chairman, Secretary, Treasurer).

Council: One of the five administrative bodies within the White Buddha Family (Board of Directors, Dharma Council, Mandala Council, Elders' Council, Ethics Council).

DRZC Disciple (active): Someone who has received lay disciple or monastic ordination from a DRZC Associated Teacher and subsequently maintains a teacher-student relationship with his/her ordination master. An inactive Disciple may continue to value his/her ordination but does not maintain a teacher-student relationship with his/her ordination master.

Dharma Calendar: The annual liturgical calendar of the temple. Creation of the Dharma Calendar involves the scheduling and coordination of retreats, zazen, services, workshops, classes and special events.

Dharma Teacher: A lay or monastic Disciple who has received formal Dharma transmission and authorization to teach from his or her teacher.

Escalation of Concerns: Formally bringing concerns, conflicts or impasses to a higher level of the temple hierarchy, and/or initiating a process of review and mediation according to approved Escalation Procedure. Those bringing the concerns forward are responsible for explaining their case.

Family (Buddha Family): A group of Teams with tasks that support a similar aspect of temple function. Teams within a Family try to coordinate their efforts and support each other.

Full Member: Someone who has taken Jukai at DRZC, supports the temple at least at the Associate level, and participates regularly at the temple.

Instructor: Someone who leads workshops or classes.

Mandala Model: The proposed DRZC organizational structure as described in this document.

Mastery: Thorough and tested understanding of, and capability to manifest, the practical and Dharmic aspects of a temple position or job. Mastery is determined by the Godo (or Abbot) for Red and Blue Family jobs and positions, and by the Kanin for Yellow and Green Family jobs and positions.

Operations: Physical and practical functions within the temple, in which people maintain, provide or procure resources, facilities and services in support of spiritual practice. Jobs and positions under temple Operations also provide opportunities for enacting spiritual practice and for implicit Dharma teaching.

Oversight: Advisory input over decisions that are primarily the responsibility of other individuals, groups, or departments, and the power to escalate concerns as needed.

Ratification Authority: Authority to give or deny final approval for a decision, without which the decision cannot be acted upon.

Standing Aside: During consensus process, the choice of an individual member to express disagreement and not participate in the final decision, without preventing that decision from being made. Done when there is minor disagreement, personal involvement in the results, or there is a reason why the member feels unable to make a good decision (rather than because there are serious concerns for the group as a whole). Standing aside may include stating reservations, withdrawing completely, or simply stating a lack of support. Reasons for Standing Aside should be recorded in meeting minutes.

Strategic Planning: A visioning and planning process for guiding the evolution of the organization, or part of the organization, for some specified amount of time into the future (at least 5-10 years and sometimes longer).

Stewardship: Full responsibility for decisions and tasks, including visioning, development and implementation.

Teacher: See Dharma Teacher.

Team: A functional unit with a unified purpose or task. Each team should be of a manageable size (typically between two and seven people) such that a lay volunteer can effectively serve as a Team Leader.

Team Leader: Person responsible for both the practical and Dharmic aspects of his/her team. She or he coordinates effective and harmonious functioning of the team, fills and rotates jobs within the team and cooperates with the Mandala Council, Godo and Kanin to ensure appropriate Apprenticeship and function within the team.

Temple Job List: The list of all current temple positions and jobs, plus the people who are filling those positions and jobs.

Temple Officer: One of the following positions within the temple hierarchy: Abbot, Godo, Kanin, assistants to these positions, Tanto and Shuso.