

**New Shambhala Governing Structure  
from Shambhala Day 2005  
(Summary)**

A new governing structure for Shambhala will come into effect on Shambhala Day 2005. Based on mandala principle, the structure establishes a new balance between hierarchy and genuine participation through the mandala. It will be in effect for two years, giving time for further development.

The new structure aims to reflect Shambhala Vision and manifest the trainings, culture and forms of Shambhala within our mandala. This is the basis from which we can ‘turn the flower outward’ towards realizing enlightened society, the Kingdom of Shambhala, for the benefit of the world.

Based on the view of Shambhala as a mandala, the Sakyong has indicated that he would prefer us to use "Shambhala" to refer to the entire mandala. This will replace the term "Shambhala International". Using “Shambhala” in this way is an outer reference to the inner meaning: Kingdom of Shambhala.

At the centre of the mandala is The Kalapa Court, the seat of the lineage of Sakyongs. Radiating out from that will be two concentric rings of representative governance – the Sakyong’s Council and the Mandala Council.

***The Kalapa Court***

“The Kalapa Court” refers to much more than a specific residence of the Sakyong. He would now like us to use the term “The Kalapa Court” to refer to the central governing point of our mandala. To make this clear, the Sakyong will be giving specific names to the different residences used by the lineage.

The Kalapa Court includes the Sakyong, the Sakyong Wangmo of the Druk Sakyong, the other members of the Mukpo family, and the President who exercises executive authority on behalf of the Sakyong. Serving the court is the Office of the Kalapa Court and other staff and advisers to the Sakyong.

***The Sakyong’s Council***

A new Sakyong’s Council will be responsible for the governance of the mandala. The council will function under the authority of the Sakyong and be chaired by the President. The main emphasis of the council will be the development of the Shambhala community and the empowerment of participation in governance at all levels. The council will approve the core budget of Shambhala, and will exercise the full authority of a board.

In addition to the Sakyong and the President, the 21 members of the council include the Ashe Acharya, the Head of Practice and Education, the Makpön of the Dorje Kasung, the Warrior General, the Chair of the Dekyong Council, a representative of Shambhala Centres, the chairs of the eight Working Groups with the overall chair of the eight, the Director of Shambhala Europe, a representative from Latin America, the Chief

Legal Counsel, the Chief Financial Officer, a representative of the International Panel for Shambhala Care and Conduct, a community member reflecting the needs of people with disabilities, and a long-standing member of the Board of Directors to ensure continuity of expertise in the area of law and finance during this period.

To provide expert legal and financial advice, particularly relating to the interface between Shambhala and the legal systems in Canada, Europe, the United States and other locations in which we operate, the Chief Legal Counsel will chair a Corporate Affairs Committee and be responsible for bringing any policy matters arising from that committee to the Sakyong's Council.

The core services provided by Shambhala to its centres, groups and members will be accountable to the Sakyong's Council, with the President exercising executive authority, including staff appointments.

### ***The Mandala Council***

To facilitate the participation of all Shambhala Centres and other entities within the broader mandala, a new Mandala Council will come into effect. It will consist of the Directors of all Shambhala Centres, plus the representatives of other major entities in the mandala currently on this year's interim Mandala Governing Council. It will also include the members of the Sakyong's Council. It will be chaired by the President, assisted by two or more Vice-chairs. Initially the Vice-Chairs will be appointed by the President; these positions may later be selected by the members of the Mandala Council.

The Mandala Council will review the core services provided to Shambhala Centres and members. The council will play a role in identifying the services needed by our growing and diverse community. This would create a mechanism for membership representatives to have a say in what services the mandala receives, and how well these services are delivered. The council will hold a mid-year review of the implementation of plans resulting from the discussions at the Shambhala Congress, and be responsible for planning and preparing the Shambhala Congress (its members would amount to approximately one third of those attending the Congress). In these two years, the council will be responsible for working towards regionalization as the basis of a regionally representative mandala council. In the financial area, the council will be consulted in drawing up the core budget of the mandala, and be involved in approving major expenditure by the centre of the mandala that could significantly exceed the total budget, and the allocation of major donations and bequests that are not ear-marked for specific purposes.

### **The Shambhala Congress**

The Shambhala Congress will continue to be the principal mandala-wide gathering for discussion and consultation on matters of concern to the mandala as a whole. Although the Congress itself is not a decision-making body, the views expressed by the participants and recommendations made in the course of the congress will be taken into account by the Sakyong's Council and the Mandala Council. It is proposed that the Congress have a

major theme each year, such as Practice and Education, and that its location alternate between Halifax and other locations throughout the mandala every other year. It is also possible that the Congress could develop into a more formal structure, voting on recommendations.

### **Shambhala Centres; courts in the Kingdom**

The Sakyong particularly wants Shambhala Centres to be courts within the kingdom, proclaiming the Shambhala and Buddhist teachings, manifesting court principles as an emanation of basic goodness, running programs and managing finances under their own leadership (chosen locally and empowered by The Kalapa Court). The aim is to ensure a sense of empowerment with good communication and a clear sense of mutual connection between The Kalapa Court and the kingdom.

### **Delegs**

It would greatly help if we could open up a process (involving our current delegs) to examine all possible ways of supporting a fresh effort to establish delegs throughout the mandala as the basic building blocks of community participation in our kingdom. To encourage this, the Chair of the Dekyong Council (functioning in Halifax) will have a seat on the Sakyong's Council.

### **Background**

This model evolved over the course of the last year, based on proposals from the Sakyong and the President and discussion by the working group on structure and governance set up after the first Shambhala Congress. Final details were discussed by the Mandala Governing Council at its meeting in Boston, 4-7 December 2004, and presented to the Sakyong for his approval. The Sakyong gave his approval on 17 Decembert so that the structure would be in effect by the time of the Shambhala Congress (to be held 13-17 February 2005) and therefore able to undertake immediate implementation of the outcome of that Congress.