



SAN FRANCISCO ZEN CENTER

Vice President

Work-Practice Position Job Description

Title of Position: Vice President of Operations

Date of Job Description: April 2026

Department: Zen Central

Reports to: President

Supervises: IT, Online Programs, Hospitality, MarCom, Development, Facilities Committee

Consults with: Officers and Directors, Abbots, CFO, Board of Directors, Development Committee, Program Leadership, Temple Directors, Facilities leadership, and other stakeholders as appropriate

Term: 3 years

Level: 5

Invited by: Board of Directors

Position Summary:

The Vice President of Operations serves as a senior organizational leader responsible for aligning San Francisco Zen Center's core operational systems and revenue-generating activities in support of its mission to share the Dharma. Reporting to the President, this role oversees the integration and effectiveness of online programs, hospitality, development (philanthropy), marketing and communications, information technology, and facilities stewardship.

The Vice President works to ensure that SFZC's financial sustainability and organizational vitality are supported through cohesive strategy, strong cross-departmental collaboration, and effective systems. This includes cultivating both earned and contributed revenue streams, strengthening the organization's infrastructure, and supporting a unified and skillful expression of SFZC's offerings to the wider sangha and public.

This position functions as a key member of the senior leadership team, partnering closely with the President, Abbots, and Officers and Directors to translate strategic priorities into coordinated action. The role requires the ability to hold complexity with clarity, lead with both compassion and accountability, and balance long-term vision with practical implementation.

An individual in this position is expected to demonstrate mature practice, steady leadership, strong relational capacity, and the ability to guide diverse teams toward shared goals. Superior performance in this role is grounded in clear communication, sound judgment, systems thinking, and a deep alignment with SFZC's values and mission.

Work Practice and Tradition:

The Vice President of Operations and Revenue engages this role as a form of practice, embodying the principles of non-separation, stewardship, and skillful means. This position supports the conditions through which the Dharma can be expressed and sustained in the world, attending to both visible and invisible aspects of organizational life.

This work requires balancing multiple perspectives—mission and margin, tradition and innovation, individual and collective needs—while maintaining a grounded and responsive presence. The Vice President practices listening deeply, communicating clearly, and acting with integrity and care in the face of complexity.

In stewarding both material and organizational resources, this role supports the ongoing functioning of the three wheels of giving—giver, receiver, and gift—across both philanthropic and programmatic expressions of SFZC. The Vice President works in close collaboration with the Abbots, Officers, and broader community to ensure that operational decisions are aligned with practice values and support the flourishing of the sangha.

DEIA Statement: SFZC's long-term vision is to embody diversity, equity, inclusion, and accessibility throughout San Francisco Zen Center's teachings, practice, organizational culture, policies, and operations as a manifestation of our vow to awaken together with all beings.

Key Areas of Work-Practice Responsibility:**Priority Area 1: Revenue Strategy and Performance Integration**

Description: Oversee and align SFZC's primary revenue streams, including Online Programs, Hospitality, and Development (philanthropy), to support long-term financial sustainability. Partner with department leaders to set goals, monitor performance, and ensure coordination across earned and contributed revenue efforts. Support the development of integrated strategies that strengthen participation, engagement, and giving across the sangha.

Percentage of Time: 30%

Priority Area 2: Marketing, Communications, and Public Expression

Description: Guide the development and execution of SFZC's marketing and communications strategy in support of programs, fundraising, and community engagement. Ensure clarity, consistency, and integrity in messaging across platforms. Support the MarCom team in aligning communications with SFZC's mission, values, and strategic priorities.

Percentage of Time: 25%

Priority Area 3: Organizational Systems and Operational Leadership

Description: Provide oversight and strategic direction for IT and operational systems that support SFZC's programs, communications, and administrative functions. Ensure that systems are effective, aligned, and responsive to organizational needs across the three temples. Support cross-departmental coordination, clear workflows, and the implementation of tools and processes that enhance organizational effectiveness.

Percentage of Time: 15%

Priority Area 4: Facilities Stewardship and Capital Alignment

Description: Collaborate with the Facilities Committee and leadership to support the stewardship of SFZC's physical infrastructure. Ensure that facilities planning and capital projects are aligned with organizational priorities, financial sustainability, and the needs of the practice centers. Participate in long-term planning related to maintenance, development, and use of physical assets.

Percentage of Time: 15%

Priority Area 5: Leadership, Governance, and Organizational Alignment

Description: Serve as a member of the senior leadership team, contributing to organizational strategy, planning, and decision-making. Foster strong relationships with the Board of Directors, Abbots, Officers, and Directors. Support effective communication, alignment, and shared understanding across the organization. Participate in board and committee meetings as appropriate.

Percentage of Time: 15%

Basic Qualifications:

- Significant residential practice experience within SFZC or comparable Zen training context
 - Demonstrated leadership experience within SFZC, including service in senior roles (e.g., officer, director, tanto, or equivalent)
 - Experience overseeing multiple functional areas or complex organizational initiatives
 - Strong understanding of SFZC's structure, culture, and mission
 - Ability to work collaboratively with a wide range of stakeholders, including spiritual and administrative leadership
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Work-Practice Skills Required

- Ability to integrate practice and leadership in a dynamic organizational environment
 - Strong interpersonal and communication skills
 - Systems thinking and the ability to see interconnections across departments
 - Capacity for sound decision-making in complex and evolving situations
 - Ability to balance compassion and accountability in leadership
 - Skill in fostering collaboration and alignment across diverse teams
 - Emotional maturity, self-awareness, and resilience
 - Ability to manage competing priorities with clarity and steadiness
 - Ability to initiate and develop projects and coach project management
 - Ability to understand and utilize financial statements in organizational decisions
 - Strong conflict management skills and the ability to facilitate difficult conversations
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Equipment and Technology Skills Required

- Proficiency with Google Workspace (Docs, Sheets, Drive, Slides, etc.)
- Proficiency with the project management tool, Asana
- Familiarity with CRM and donor management systems
- Experience with program registration and booking platforms
- Comfort working with digital communication tools (email platforms, websites, content systems)
- General proficiency with standard office technology and systems
- Openness and wisdom in working with emerging technologies

This is a residential work-practice position within a religious organization, in which work is integrated with spiritual practice and community life. Support for this role is provided through a monthly stipend and full participation in residential life, rather than a conventional salary structure.

Work Practice Sustenance

To support full-time staff members in the term of their work practice, SFZC provides room, board, participation in SFZC training and practice, and a modest stipend paid semi-monthly. The current stipend for this position is \$992 per month, along with full medical benefits.

