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September 10, 1995

Board of Directors
Zen Studies Society
223 East 67th Street
New York, New York 10021

Dear fellow directors:

I hereby request to be relieved of my duties as a director. My decision to resign has been a very difficult one. Personal conscience dictates that I withdraw to allow someone else the opportunity of serving the Society. Although I realize that my term is up in March, there are a number of reasons that preclude me from serving my full term. They are:

First, I feel the events of the past 2 1/2 years have taken too heavy a toll on my family. They have been subjected on a fairly regular basis to phone calls, letters, and face-to-face encounters with irate/upset current and former students, etc. Our personal privacy has been continually compromised and my family has suffered tremendously as a result. I have a major problem with the fact that a certain former Board member has distributed my home address and private phone number to people and agencies all over the country without my permission. The letter from Aitken Roshi is only the latest in a series of annoying intrusions. I have also been contacted recently by various parties outside this organization seeking explanations of the issues set forth in Aitken Roshi's letter. The bottom line is that I do not feel it is compassionate or fair to continue burdening others with Zen Studies Society problems.

Second, it is my opinion that this Board has some operational issues. The way a typical Board of Directors operates is that documents and important news are shared immediately with every Board member. I know of several instances during my tenure where this has not occurred. Every Zen Studies Society director needs to be "kept in the loop" at all times even when uncomfortable and/or embarrassing information is involved. In addition, since there is no Board insurance, it is all the more critical that directors make informed decisions. The key to organizational success is open communication.

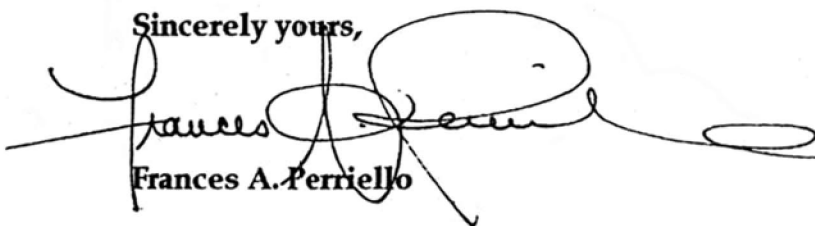
Third, I have an issue with the recent decision on Eido Roshi's and Aiho san's pension plans. I certainly think they should be able to collect a pension since

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they have both worked very hard for the past thirty years. However, the first step should have been to present a detailed financing plan to the Board. No one even knows how the Society is going to pay for the pensions going forward. Raiding the endowment fund, if necessary, hardly constitutes a coherent plan. I was not given any details prior to the meeting and felt ill-prepared to vote on it. I am curious how we are able to offer a retirement plan more generous than even a CEO in this country is able to negotiate. Virtually no one receives more than 40-50% of their current salary in retirement benefits. It is my opinion that the Society cannot afford to be this generous since these obligations threaten the long-term financial viability of the organization. Unless the Zen Studies Society becomes a lot wealthier in the next few years, it will not be able to afford to hire a new abbot when Eido Roshi retires. S/he will also expect a good salary and (probably) a parsonage. The Society cannot make up potential future budget shortfalls by continuing to raise fees since there is a finite willingness to pay for services. How will the Society keep its doors open? As responsible parties, I urge all of you to ponder this question carefully.

I have enjoyed working with all of you and wish you the best in all of the Board's future endeavors. I especially wish to thank Eido Roshi for his profound teaching. I feel it enabled me to make the proper decision.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Frances A. Perriello". The signature is fluid and cursive, with a large loop at the end. It is written over the typed name "Frances A. Perriello".

Frances A. Perriello

P.S. I hope that the Ethical Conduct Guidelines will be posted in both zendos.