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Humanistic Buddhism and Organizational Behavior: Recommendations of Visions and Mission Statements for Fo Guang Shan and The International Buddha's Light Association

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# ABSTRACT

The organizational goals among the core elements of organizational behavior are the results or states that the organization hopes to achieve within a specific period of time, which guide the direction of organizational development and influence the behavior and decision-making of members. Vision describes what the organization wants to become in the future and is a long-term and motivational goal. The Mission Statement is the core of the organization and determines the goods and services provided by the organization. Stakeholders, such as customers, employees, shareholders, suppliers, and society, are indispensable stakeholders in organizational operations. The mission statement must be aligned with the needs and expectations of stakeholders. Organizational goals are closely related to vision and mission statements. The vision establishes the long-term development direction, while the mission defines the value contribution of the organization to stakeholders, which in turn affects the specific setting of organizational goals. When members identify with the vision and understand the feasibility of the goals, it will enhance their sense of belonging and initiative. The goal of this study is to use Peter Drucker's management philosophy to develop a vision and mission statement for Fo Guang Shan and the International Buddha's Light Association (IBLA) to promote Buddhism in the 21st century.

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1. *Keywords: Humanistic Buddhism, Organizational Behavior, Vision, Mission Statements, Fo*
2. *Guang Shan, The International Buddha's Light Association*

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**INTRODUCTION**

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# 1. VISION AND MISSION STATEMENTS

1. Organizational behavior refers to the behavioral activities performed by members in an
2. organization in accordance with established rules, procedures and culture. It covers all
3. formal or informal behaviors that occur within an organization, including decision-making,
4. communication, coordination, execution, and adaptation. In other words, organizational
5. behavior refers to how members of an organization perform their work and interact with each
6. other in accordance with the organization's goals, structure, culture, and environment. It
7. reflects the rules, processes and relationships between members within the organization, as
8. well as the interaction between the organization and the external environment (Williams, 2008).
9. 30
10. The core elements of organizational behavior include: (1) Standardized behavior: following
11. organizational policies, standard operating procedures, and values. (2) Non-normative
12. behavior: such as immediate responses or unconventional actions in special situations. (3)
13. Organizational goals: Members’ behavior is directed toward achieving organizational goals.
14. (4) Organizational culture: The values, beliefs, and style of an organization influence the
15. behavior patterns of its members. (5) Environmental factors: the impact of external factors
16. such as market changes and technological development on organizational behavior.
17. Organizational goals are the results or states that an organization hopes to achieve within a
18. specific period of time. They guide the direction of organizational development and influence
19. member behavior and decision-making. Organizational goals are closely related to vision
20. and mission. The vision establishes the long-term development direction, while the mission
21. defines the value contribution of the organization to stakeholders, which in turn affects the
22. specific setting of organizational goals. When members identify with the vision and
23. understand the feasibility of the goals, it will enhance their sense of belonging and initiative
24. (Cady, Wheeler, DeWolf, and Brodke, 2011). 46
25. Vision describes what the organization wants to become in the future and is a long-term and
26. motivational goal (Ranawakaarachchi, 2019). Organizational goals should be aligned with the vision to ensure that
27. members' behaviors are directed towards achieving this long-term vision. The mission
28. statement describes the value that the organization creates for its stakeholders. This affects
29. the setting of organizational goals, making them not only pursue performance but also
30. consistent with the core values of the organization, which in turn affects the behavioral
31. choices of members. A mission is something that answers the question “what we do” and
32. usually meets the needs of our stakeholders (Weerasinghe et al., 2015). Vision is a more abstract long-term goal, while
33. organizational goals include short-term, medium-term and long-term goals. These goals
34. influence incentives, management policies, and employee behavior within the organization,
35. ensuring that everyone's actions are consistent with the organization's overall direction. The
36. organizational goals generally discussed are to transform the vision and mission into specific,
37. actionable phased goals. When members identify with the vision and see the possibility of
38. achieving the goals, a stronger sense of belonging and initiative will arise (Vallabh & Singhal, 2014). The organization's
39. vision and mission provide long-term direction and core values, while organizational goals
40. concretize these concepts into executable plans and influence the behavior patterns of
41. members (Ounephaivong, 2024). Therefore, organizational goals, vision, and mission are inseparable in
42. organizational behavior. The three influence each other to ensure that the actions and
43. decisions of members within the organization are moving in the same direction.
44. Organizational goals, vision and mission statements do not exist independently, but jointly
45. shape member behavior through the logical closed loop of "vision guides direction, mission
46. defines responsibility, and goals drive action." When the three work in concert, the
47. organization can inspire deep motivation among its members and achieve sustainable
48. development. (David, 1989)

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1. Peter Drucker believes that vision is the long-term goal guide for the future of an
2. organization. It should be able to answer the question: "what will we want to be?" and be
3. able to motivate organizational members to work together. Excellent companies must have a
4. clear vision and mission (Kriger & Dhiman, 2018). He emphasized: "The purpose of a company is not to make money,
5. but to create customers," which means that the vision should revolve around how the
6. company creates value for society and customers. There are two basic functions: marketing
7. and innovation. The purpose of marketing is to fully understand customers, transform their
8. potential needs into actual needs, and provide corresponding products and services.
9. Innovation is the task of giving human and material resources to create greater wealth and
10. meet customer needs with methods that surpass the past. Drucker believes that a vision
11. must have the following characteristics: (1) long-term and feasible: it must be able to guide
12. the company toward a long-term and feasible goal; (2) it must be able to motivate
13. organizational members: it must be able to inspire employees, make them willing to work
14. hard, and form a common sense of purpose. When setting goals, organizations should
15. consider more about what type of leader they want to be, what their values are, and how
16. they fulfill their social responsibilities. This kind of thinking enables organizations to pursue
17. economic benefits while always adhering to their core mission and responsibilities. ;(3) Pay
18. attention to changes in the future environment: Leaders need to foresee future trends and
19. consider the impact of external factors such as society, economy, technology, and politics in
20. their vision. He stressed that a business or organization needs to have a clear understanding
21. of its future direction and goals, rather than just focusing on immediate operations and tasks.
22. When an organization can clearly answer the question "what do we want to become", it can
23. better respond to changes in the external environment and continue to progress and develop
24. through innovation and flexible adjustment. The vision actually becomes a "navigation
25. system" that guides the organization to meet the challenges of change (Drucker, 1974). 97
26. Only when a company is clear about what kind of organization it will become in the future
27. can it make better decisions, allocate resources, and plan future routes. The vision helps
28. organizations find their own positioning and understand what role they will play in the future
29. market or society. This positioning is not only a pursuit of market share, but also a full-scale
30. reflection of social responsibility, innovation capability and other aspects (Coventry, 2015). How big is the gap
31. between the current state and the future vision? Are existing strategies, resources,
32. capabilities, etc. sufficient to achieve what we want to become? This kind of self-examination
33. is a key part of strategic planning and requires a company to identify its strengths and
34. weaknesses.

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1. Mission Statement and Stakeholders A Mission Statement provides a clear direction and
2. focus for the organization, ensuring that its members understand how the work they do fits
3. into the overall strategy. The mission statement should clearly define the organization's
4. stakeholders and how the services or products currently provided meet their needs. Peter
5. Drucker believes that the mission statement is the core of the organization and it determines
6. the goods and services provided by the company. Stakeholders, such as customers,
7. employees, shareholders, suppliers, and society, are indispensable stakeholders in business
8. operations. Drucker emphasized that the mission must be consistent with the needs and
9. expectations of stakeholders, otherwise the company will find it difficult to survive in the long
10. run. Drucker believes that a company's primary goal should be to meet customer needs
11. rather than simply pursue profits. Therefore, the company's mission should clearly define
12. "Who are our customers? What value should we provide?" This is closely related to the
13. needs of stakeholders. For example, if a company takes "creating social value" as its
14. mission, it must ensure that all aspects, such as the supply chain, product quality, and
15. employee benefits, are consistent with this value. (Drucker, 1999) 123
16. The operation of an enterprise involves many stakeholders, the most common of which are:
17. 1Customer: Hope to get high-quality products and services. Dr. Drucker suggested that
18. companies should think about: (1) Who are our customers? (Who is our customer?):
19. Companies need to know clearly who their main customers are and who their potential
20. customers are. (2) What do customers value? (3) What does the customer value?):
21. Companies should care about the value that customers really want, not just the product itself.
22. (3) What should we do? (What should our business be?): Enterprises cannot only focus on
23. the present, but should consider future market trends and adjust their direction as early as
24. possible.

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1. To express how to satisfy customers' desire for quality products and services in a company's
2. mission statement, you can emphasize: (1) Customer orientation: The company needs to
3. show that its core goal is to focus on customer needs and ensure that its products and
4. services continue to meet these needs. (2) Quality Commitment: Companies should
5. emphasize their commitment to quality and ensure that their products and services meet the
6. highest standards. (3) Innovation and Improvement: Companies should continuously
7. innovate and improve their products and services to provide customers with the most
8. advanced and satisfactory choices. (4) Service commitment: It is not just about providing
9. products, but also about ensuring that customers receive professional, friendly and timely
10. service throughout the purchasing process. (5) Long-term relationships: Companies can
11. express their desire to establish long-term trust and cooperative relationships with customers
12. and to exceed customer expectations through continuous efforts. For example, the
13. statement to customers in the mission statement is: Our mission is to meet the needs and
14. expectations of our customers by providing excellent products and services. We are
15. committed to continuous innovation and improvement to ensure every customer has access
16. to high-quality choices. With customers at the center, we will provide professional, reliable
17. and enthusiastic services and establish long-term cooperative relationships. Our goal is to
18. become the first choice trusted by customers and create lasting value for them (Williams,
19. 2008).

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1. To express in the company's mission statement how to meet employees' expectations for
2. fair compensation and a good working environment, the following elements can be included:
3. (1) Fair Compensation: Provide market-competitive and fair compensation and rewards to
4. ensure that employees' efforts and value are reasonably rewarded. (2) Health & Safety: We
5. are committed to creating a safe and healthy working environment so that employees can
6. develop and realize their potential in a secure environment. (3) Career Growth: Support
7. employees’ continuous learning and growth, provide professional training and career
8. development opportunities, and help them achieve their personal and professional goals. (4)
9. Work-Life Balance: Encourage work-life balance, promote flexible work arrangements and
10. employee well-being programs, and enhance happiness and productivity. For instance, the
11. mission statement to employees: Our mission is to create a fair, inclusive work environment
12. with opportunities for growth. Provide market-competitive salaries and rewards to ensure
13. that each employee's contribution is reasonably rewarded. We pay attention to the physical
14. and mental health of our employees, are committed to creating a safe, healthy and dynamic
15. workplace culture, and support employees' continuous learning and development to achieve
16. common success for individuals and organizations. 170
17. Care about the financial returns and stable development of the company. The mission
18. statements may describe: (1) financial health: The company should emphasize its
19. commitment to maintaining a sound financial position, ensuring that resources are used
20. efficiently and pursuing profitable growth. (2) Sustainable growth: Companies should pursue
21. long-term, stable development and ensure stable performance through continuous
22. innovation and optimized operations. (3) Risk management: Companies can demonstrate
23. that they will prudently manage risks, ensure capital security and reduce the impact of
24. market fluctuations. (4) Shareholder value: Companies need to demonstrate that they
25. consider how to maximize shareholder value in all decisions and maintain transparent and
26. accountable governance while improving performance. For instance, the statement to
27. shareholders in the mission statement: Our mission is to achieve long-term growth and
28. create stable returns for shareholders through sound financial management and sustainable
29. business development. We are committed to ensuring that every business decision
30. promotes the stable development of the enterprise and maintains excellent financial
31. performance. We will work hard on continuous innovation, improving operational efficiency
32. and risk control to ensure that the company can develop stably in a changing market and
33. maximize shareholder value. 188
34. We expect companies to complete their social responsibilities, such as environmental
35. protection and fair trade. If companies fail to balance these demands, it may affect brand
36. reputation, employee morale, and even lead to operational crisis. Companies should include
37. the following elements in their mission statements: (1) Environmental Sustainability:
38. Companies should commit to reducing carbon emissions, saving energy and reducing waste,
39. and promoting a circular economy. (2) Employee Well-being: Companies should care about
40. the health, safety and career development of their employees. (3) Community Engagement:
41. Companies should give back to the community and support education, charity and social
42. development. (4) Ethical Business Practices: Companies should emphasize honest business
43. practices and responsible supply chain management. For example, the mission statement
44. states: We are committed to creating environmentally sustainable products, reducing our
45. impact on the earth, and promoting green innovation. Provide a diverse, inclusive and fair
46. working environment to ensure that every employee can realize their potential and be
47. respected. Through community involvement and philanthropy, we work with society to create
48. a better future. We act with integrity and adhere to the highest ethical standards to ensure
49. that our business is transparent, fair and accountable" (David, David, and David, 2014). 205

# 2. FO GUANG SHAN

1. Fo Guang Shan is located in Kaohsiung City, Taiwan. Since its founding in 1967, it has
2. always been practicing Humanistic Buddhism, based on the compassion and aspirations of
3. the Bodhisattvas, and adhering to the four major principles of "promoting Buddhism through
4. culture, cultivating talents through education, benefiting society through charity, and purifying
5. people's hearts through joint practice", hoping to spread the Buddha's light and Dharma to
6. the world. After decades of hard work, the Humanistic Buddhism promoted by Fo Guang
7. Shan has gained international recognition and attention (Master Hsing Yun, 2017). Fo
8. Guang Shan adheres to the belief of "giving people confidence, joy, hope and convenience".
9. Through four major principles, it promotes Buddhism through culture, cultivates talents
10. through education, benefits society through charity, and purifies people through practice to
11. promote human Buddhism, so that Buddhism can be popularized in society and benefit all
12. living beings. These principles include: (1) Promoting education: establishing schools,
13. cultivating monks, promoting lifelong learning, enlightening people with the wisdom of
14. Buddhism, and improving social morality and cultural literacy. (2) Cultural promotion:
15. Promote Buddhist culture through literature, art, publishing and multimedia, promote cross-
16. religious and cross-cultural exchanges, and enhance world harmony. Charity and relief: With
17. compassion and wisdom, we promote social welfare, medical assistance, and environmental
18. protection, assist the disadvantaged, and implement "Buddhism in the world." Practice
19. together and improve together: Through meditation, Dharma meetings, lectures and social
20. practice, we can purify the body and mind, enhance our faith, and jointly create a
21. harmonious and beautiful society. Fo Guang Shan actively promotes globalization by
22. establishing temples and monasteries on five continents to promote cultural exchanges
23. between the East and the West and further expand its international influence. This strategy
24. not only provides a place for Buddhists around the world to practice and learn, but also
25. promotes dialogue and understanding among different cultures and religions. For example,
26. Hsi Lai Temple, as the American branch of Fo Guang Shan, not only provides religious
27. services to the local Chinese community, but also promotes collaboration and dialogue
28. between Chinese and American Buddhism through cultural exchange activities. 235
29. The concept of "Humanistic Buddhism" proposed by Fo Guang Shan integrates Buddhist
30. teachings into daily life and transforms it into a lifestyle. This concept emphasizes that
31. Buddhism is not only a religious belief, but should also be used as wisdom to guide life.
32. Through education, cultural activities and charity projects, Fo Guang Shan enables believers
33. to practice Buddhist wisdom in real life and improve their spiritual development and sense of
34. social responsibility. Fo Guang Shan actively promotes social harmony and world peace
35. through charitable activities, religious dialogues and other means. Its charitable projects
36. cover many aspects including medical care, education, and social assistance, providing
37. support to vulnerable groups. Fo Guang Shan not only plays an imperative role in the local
38. society, but also promotes the practice of compassion on a global scale. Fo Guang Shan
39. actively uses modern technology, especially digital platforms, to promote Buddhism and
40. promote its modernization. Through innovative methods such as digital Buddhist dictionaries
41. and online practice platforms, Fo Guang Shan has enabled Buddhist wisdom to be closely
42. integrated with contemporary society, allowing more people to understand and accept
43. Buddhist teachings. These technological innovations not only meet the needs of modern
44. society, but also exhibit Fo Guang Shan’s modern vision. 252
45. Fo Guang Shan promotes the globalization and diversification of Buddhist culture by
46. establishing international venues and hosting cross-cultural activities. Its activities such as
47. the Shanghai Culture and Art Festival not only promote the spread of Buddhist culture, but
48. also demonstrate Fo Guang Shan’s tolerance and respect for diverse cultures. In addition,
49. Fo Guang Shan’s internationalization strategy emphasizes mutual understanding and
50. integration among different cultures, contributing to world peace and diversity. Fo Guang
51. Shan’s charitable work embodies the Buddhist spirit of compassion. The Compassion Social
52. Welfare Foundation was established to carry out a variety of public welfare activities,
53. including: handling children and youth welfare, elderly welfare, religious spiritual counseling,
54. emergency relief, major disaster relief, prison counseling and education, institutional visits,
55. second-hand medical aids, dementia prevention and treatment, etc. Fo Guang Shan
56. provides material and spiritual support to vulnerable groups. These generous actions not
57. only demonstrate the social responsibility of Buddhism, but also enhance the credibility and
58. influence of Fo Guang Shan in society. (Fo Guang Shan, 2025). 267
59. In the context of globalization, Buddhist organizations face the challenge of how to adapt to
60. modern society and pass on their teachings. As an imperative Buddhist propagation
61. organization, we use Peter Drucker's ideas on vision and mission to provide Fo Guang Shan
62. with suggestions on a modern and global vision and mission. Peter Drucker believes that
63. vision is the long-term goal guide for the future of an organization. It should be able to
64. answer the question: "What kind of organization do we want to be?" and be able to motivate
65. organizational members to work together. His management philosophy is also applicable to
66. the design of non-profit religious organizations: Fo Guang Shan’s vision and mission.
67. According to Drucker's explanation of the vision, Fo Guang Shan's vision can be expressed
68. as: "Committed to becoming a beacon of global peace and compassion, promoting world
69. harmony and human well-being through the promotion of Humanistic Buddhism." This vision
70. embodies Fo Guang Shan’s core values, including compassion, wisdom and peace. It also
71. emphasizes that Fo Guang Shan is not limited to spreading Buddhist teachings, but aims to
72. achieve global harmony and human well-being through Master Hsing Yun’s three good
73. deeds (doing good deeds, speaking good words, and having good intentions) and four giving
74. (giving people confidence, giving people joy, giving people hope, and giving people
75. convenience) concepts. This vision has a global perception and is deeply rooted in Fo
76. Guang Shan’s pursuit of modernizing, internationalizing and humanizing Buddhism. 286
77. A mission statement provides a clear direction and focus for the organization, ensuring that
78. its members understand how the work they do fits into the overall strategy. The mission
79. statement should clearly define the organization's stakeholders and how the services or
80. products currently provided meet their needs. A mission statement provides clear direction
81. and focus for both profit and nonprofit organizations, ensuring that members of the
82. organization understand how their activities fit into the overall strategy. The mission
83. statement should clearly define the organization's stakeholders and how the services or
84. products currently provided meet their needs. Before preparing a mission statement, one
85. should first analyze Fo Guang Shan’s stakeholders, who collectively influence the
86. development and operation of Fo Guang Shan, enabling it to spread Buddhism and promote
87. culture and charity around the world. Then create a comprehensive mission statement based
88. on their needs. Fo Guang Shan's stakeholders can be divided into two categories: internal
89. and external:

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1. The Fo Guang Shan Sangha, internal stakeholders, includes monks, abbots, and Dharma
2. masters from each branch. They are the core force in promoting Buddhism. External
3. stakeholders include: firstly, BLIA and its believers: Fo Guang Shan’s global Dharma
4. propagation organization, responsible for promoting Buddhist culture and charity. Believers
5. participate in Fo Guang Shan activities, practice Buddhism, and support its development.
6. Secondly, academic institutions and scholars, for instance, Fo Guang University, Nanhua
7. University, and University of the West enthusiastic to promote Buddhist studies and
8. humanities education worldwide. Scholars participate in Buddhist research and exchanges
9. to promote the development of Buddhist theory and practice. Thirdly, business community:
10. companies and individuals that support Fo Guang Shan’s education, culture and charity. aA
11. a religious and cultural attraction, Fo Guang Shan attracts believers and tourists from home
12. and abroad, influencing the tourism industry and the local economy. Fourthly, government
13. and public welfare groups, such as cooperative relief foundations, public welfare
14. organizations, etc., to jointly promote social welfare and charity. Cooperate with government
15. agencies of various countries to promote religious exchanges, educational development and
16. social welfare projects. Finally, media and cultural circles: news media, publishing
17. organizations, scholars and cultural workers, to help spread the Dharma and the concept of
18. Humanistic Buddhism.

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1. The Fo Guang Shan mission statements should include the needs of internal and external
2. stakeholders: the monastic community, the BLIA, academic institutions, the business
3. community, the government and charitable groups, the media and the cultural community.
4. Fo Guang Shan adheres to the belief of "giving people confidence, joy, hope and
5. convenience", promotes Buddhism through culture and cultivates talents through education.
6. Fo Guang Shan benefits society through charity and purifies people's hearts through joint
7. practice, promotes Humanistic Buddhism, popularizes Buddhism in society and benefits all
8. living beings. Establish schools, cultivate monks, promote lifelong learning, inspire people
9. with Buddhist wisdom, and improve social morality and cultural literacy. Promote Buddhist
10. culture through literature, art, publishing and multimedia, promote cross-religious and cross-
11. cultural exchanges, and enhance world harmony. With compassion and wisdom, we
12. promote social welfare, medical assistance, and environmental protection, help the
13. disadvantaged, and realize "Buddhism in the world." Through meditation, Dharma meetings,
14. lectures and social practice, we purify the body and mind, enhance our faith and jointly
15. create a harmonious and beautiful society. 335
16. Firstly, Integrate Buddhism into modern society, guide all beings to escape suffering and
17. attain happiness, and establish a lifestyle of compassion and wisdom. We will study
18. Buddhism diligently, practice "using monks to educate monks", cultivate compassionate and
19. wise Sangha, continue the Buddha's wisdom, and spread Buddhism around the world.
20. Promote the development of education through learning, and through academic research
21. and cultural dissemination, promote the popularization of Buddhist wisdom in society. Care
22. for the disadvantaged, promote public welfare and charity, and practice the spirit of
23. Buddhism. Promote dialogue among different faiths and cultures and advance harmonious
24. coexistence around the world. Secondly, the BLIA and its believers are an important force in
25. spreading the Dharma. They practice Humanistic Buddhism and exert the influence of
26. Buddhism through participating in spiritual practice, joint Dharma ceremonies, promotion of
27. Buddhist knowledge and social services. Through Buddhist education, academic research
28. and cultural exchange, we can enhance the connotation of faith and allow Buddhism to
29. benefit more people. Believers practice Buddhism through actions, support temples,
30. participate in charity activities, care about society, and promote world peace. Through the
31. joint efforts of the International Buddha's Light Association and believers around the world,
32. Buddhism will be spread to the five continents, promoting dialogue and cooperation among
33. different cultures and beliefs. 354
34. Thirdly, Fo Guang Shan is committed to collaborating with the academic community to
35. promote cultural and Buddhist studies, emphasizing educational and academic cooperation,
36. and working with academic institutions to promote Buddhist education and cultivate future
37. leaders and professionals. Collaborate with academia to address societal challenges such
38. as environmental protection and social justice. Provide resources and platforms to promote
39. the combination of academic achievements and practice. Collaborate with scholars and
40. educators to promote the development of Buddhist studies and culture. For instance, the
41. Department of Buddhist Studies at Fo Guang University offers a diverse and complete
42. Buddhist curriculum and is dedicated to cultivating Buddhist professionals with both
43. theoretical literacy and practical ability. The degrees include bachelor's, master's and
44. doctoral programs, and aim to cultivate Buddhist professionals with theoretical and practical
45. abilities. The master's program emphasizes the integration of traditional Buddhism with
46. contemporary issues and provides: (1) Professional courses: such as the study of the
47. Agama Sutras, basic issues of Mahayana Buddhism, and in-depth discussions on classical
48. thought. (2) Applied courses: such as Buddhist psychotherapy and Buddhist social issues,
49. combining theory with modern application. (3) Language training: Provide modern language
50. courses in English and Japanese, as well as classical language learning such as Tibetan
51. and Sanskrit, to cultivate Buddhist professionals with an international perspective. On the
52. other hand, the Nanhua University offers a variety of Buddhist courses, including: firstly, a
53. research group in the Institute of Religious Studies, which focuses on the study of Buddhist
54. thought, classics, history, culture and contemporary human Buddhism. Secondly, the in-
55. service master's program in digital learning of Humanistic Buddhism adopts a distance
56. learning model. The courses cover the theory and practice of Humanistic Buddhism,
57. research on Buddhist classics, and Zen in human life. Thirdly, the Center for Humanistic
58. Buddhism Research is dedicated to promoting academic research and activities on
59. Humanistic Buddhism, regularly holding lectures, seminars, etc. to promote Buddhist
60. academic exchanges. Through the above-mentioned units, the Nanhua University provides
61. abundant resources and platforms for learning Humanistic Buddhism for those who are
62. interested in Buddhist research and practice (Fo Guang University, 2025; Nanhua University,
63. 2025).

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1. Fourthly, jointly promote social responsibility, especially cooperation in corporate ethics,
2. environmental protection, charitable activities, etc., to encourage companies to assume
3. social and environmental responsibilities while pursuing economic benefits. Inherit Buddhist
4. values and assist enterprises in achieving more humane, moral and sustainable
5. development. Create a win-win situation with the business community, promote business
6. development and achieve higher social value, especially in the fields of charity, education
7. and social welfare. Promote the integration of Buddhist thought and business operations,
8. assist enterprises in developing innovative business models, and incorporate wisdom and
9. compassion. Establish long-term cooperative relationships with the business community to
10. jointly promote social welfare. Fifthly, cooperate with the government to promote public
11. policies and support social responsibility projects, especially in the fields of education,
12. environmental protection, and care for the disadvantaged. Cooperate with the government
13. and public welfare groups to promote charity, relief, education and other public welfare
14. activities to improve the social environment and benefit the people. Serving as a bridge, we
15. promote cooperation among the government, public welfare groups and all sectors of society
16. to promote social harmony and prosperity. We work hand in hand with the government and
17. charitable organizations to uphold social responsibility and solve problems such as lack of
18. education, environmental pollution, and poverty. Through the compassion, wisdom and
19. cultural power of Buddhism, we work with the government and charitable groups to promote
20. the comprehensive development of society. Finally, Fo Guang Shan is committed to
21. promoting Humanistic Buddhism, with compassion, wisdom and tolerance as its core values,
22. and promoting social harmony through education, culture, charity and religious preaching.
23. To promote global good karma, we work hand in hand with the media and cultural circles to
24. spread Buddhist wisdom to the world through modern technology and art, promote cross-
25. cultural understanding, and create a compassionate and inclusive society. (Fo Guang Shan,
26. 2025; OpenAI, 2023)

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# 3. BUDDHA’S LIGHT INTERNATIONAL ASSOCIATION (BLIA)

1. Since its founding by Master Hsing Yun in 1991, BLIA, as a global Buddhist organization,
2. has adhered to the concept of "Humanistic Buddhism" and actively promoted world peace,
3. cultural exchange and social harmony. Its vision and mission not only embody the core
4. values of Buddhism, but also display the adaptability and innovation of religious
5. organizations in modern society. This article will deeply analyze the core concepts and social
6. practices of BLIA, and use Peter Drucker's management philosophy to formulate its vision
7. and mission statement. The BLIA is a global Buddhist organization founded in 1992 by
8. Master Hsing Yun, the founder of Fo Guang Shan. The organization aims to promote the
9. concept of "Humanistic Buddhism" and is committed to popularizing Buddhism, cultural
10. education, charity and public welfare, and inter-religious dialogue, in order to promote world
11. peace and social harmony. It is a Buddhist organization that transcends regions, religions,
12. and monks. Buddhists who have converted to the Three Jewels can become formal
13. members, and believers of other religions can also participate in activities as "Friends of
14. Buddha's Light." At the present time, the International Buddhist Association has branches in
15. more than 100 countries and regions on five continents around the world, with a large
16. number of members. 430
17. The BLIA, with the philosophy of "Buddha's light shines upon the three thousand worlds, and
18. the Dharma flows upon the five continents", encourages members around the world to
19. practice Buddhism, care for society, and is committed to building a peaceful, harmonious,
20. love and hopeful world. The core spirit of the International Buddhist Light Association is to
21. "give people confidence, joy, hope and convenience". Its main goals include: (1) Promote
22. Buddhism: Promote Humanistic Buddhism and integrate Buddhism into modern society and
23. daily life; (2) Education promotion: Support Buddhist education and academic research, and
24. establish schools and cultural institutions; (3) Charity and public welfare: Caring for
25. disadvantaged groups, promoting environmental protection, humanitarian relief and social
26. services; (4) Cultural exchange: Promote dialogue and cooperation among different
27. countries and religions, and promote multiculturalism. 442
28. The BLIA actively participates in social welfare activities of the United Nations and various
29. countries, and cooperates with local governments, non-profit organizations (NGOs) and
30. communities to promote education, environmental protection, medical care and charity. It
31. organizes activities in the fields of Dharma propagation, education, culture, charity and social
32. welfare, such as: (1) BLIA World Headquarters General Conference: Held every two years,
33. BLIA members from around the world gather together to share their experiences in
34. spreading the Dharma, discuss the development trends of Buddhism, and promote
35. international Buddhist cultural exchanges; (2) BLIA Day: Every August, BLIA members
36. around the world hold celebration activities simultaneously, including Dharma lectures,
37. community services, charity events, etc., to showcase the spirit of Buddhism practice in the
38. world; (3) The Three Good Things and Four Giving Movement: Doing good deeds, speaking
39. good words, and having good intentions are the Three Good Things, which encourages
40. believers to put Buddhism into practice through action. Giving people confidence, joy, hope
41. and convenience are the four gifts that promote social harmony and positive development; (4)
42. BLIA YAD (Young Adult Division) activities: Provide a platform for young BLIA members to
43. practice Buddhism, organize global youth conferences, volunteer services, meditation camps,
44. cultural exchanges and other activities, and cultivate young Buddhist leaders.; (5) Fo Guang
45. Shan Global Buddha Bathing Ceremony: During the Buddha’s Birthday (the eighth day of the
46. fourth lunar month) every year, Buddha Bathing ceremonies are held around the world to
47. allow the public to express gratitude to the Buddha and purify their souls through the Buddha
48. Bathing ceremony; (6) Charity and community service: Assist victims of natural disasters,
49. epidemics, and wars around the world by providing material, financial, and psychological
50. support. Organize free clinics and health lectures to raise public awareness of physical and
51. mental health. Promote activities such as vegetarianism, plastic reduction, tree planting,
52. environmental education, and practice Buddhist concepts of compassion and ecological
53. protection; (7) Fo Guang Calligraphy Exhibition and Cultural Art Activities: Hold calligraphy,
54. painting, photography and other cultural art exhibitions to promote Buddhist art and
55. humanistic spirit. Publish Buddhist books, promote Buddhist education, and let more people
56. understand the wisdom of Humanistic Buddhism; (8) Group practice and Buddhist lectures
57. for members: Group practice, chanting sessions, meditation camps and Buddhist lectures
58. are held regularly at local Buddhist branches to enhance members’ Buddhist literacy and
59. practice. These activities demonstrate the efforts of the BLIA in promoting Buddhism, charity,
60. education and culture, so that the wisdom of Buddhism can penetrate into society and
61. benefit the world. Through its activities and ideas, the International Buddhist Association has
62. successfully spread the teachings of Buddhism throughout the world and promoted the
63. development of Buddhism in different cultural contexts. The concept of "Humanistic
64. Buddhism" it emphasizes makes Buddhism closer to the lives of modern people and attracts
65. the participation of a large number of believers. (Buddha’s Light International Association,
66. 2025).

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1. According to Dr. Drucker, vision is the long-term goal guide for the future of an organization
2. and it should be able to clearly answer the question, "What kind of organization do we want
3. to be?" Based on this, the vision of the BLIA should emphasize its long-term goals and
4. global influence. The following is a vision written for the Buddha’s Light International
5. Association, which is based on Drucker’s ideas and incorporates the core values of the BLIA:
6. An international organization that takes Master Hsing Yun’s concept of Humanistic
7. Buddhism as its core, strives to become an outstanding disseminator and leader of global
8. Buddhist culture, focuses on the inheritance, promotion and innovation of Buddhist culture,
9. and promotes social harmony and progress. Such a vision not only reflects the long-term
10. goals of the International Buddhist Association, but also conforms to the direction, motivation
11. and practicality that Peter Drucker emphasized that an organizational vision should have,
12. providing clear guidance for future development. A mission statement provides clear path
13. and focus for both profit and non-profit organizations, ensuring that members of the
14. organization understand how their activities fit into the complete strategy. The mission
15. statement should plainly define the organization's stakeholders and how the services or
16. products currently provided meet their needs. Before preparing a mission statement, the
17. stakeholders of the BLIA should be analyzed. These stakeholders mutually influence the
18. development and operation of the International Buddhist Association, enabling it to spread
19. Buddhism, promote culture and public welfare around the world. Then create a
20. comprehensive mission statement based on their needs. The stakeholders of Buddha’s Light
21. International Association (BLIA) can be divided into two categories: internal and external.
22. The BLIA members, internal stakeholders, including members from all over the world who
23. participate in association affairs, Dharma propagation activities and social services. The
24. BLIA cadres and volunteers, internal stakeholders, the core of the organization’s operations,
25. responsible for managing, promoting activities and coordinating the affairs of local branches. 508
26. External Stakeholders includes: (1) Fo Guang Shan Sangha: serves as the spiritual
27. guidance and support organization of the International Buddha Light Association, providing
28. teachings, resources and direction for organizational operations; (2) Local Community: the
29. charity, educational and cultural activities organized by Fo Guang Shan have an impact on
30. the local community and promote social harmony and cultural exchange; (3) Media and the
31. public: the activities of Fo Guang Shan will attract media attention, and the public will have
32. different expectations of its social influence; (4) International and local non-profit
33. organizations (NGOs): may collaborate with the Buddha’s Light Association to promote
34. charity, humanitarian relief, and environmental protection projects. 518
35. The mission statement of BLIA should include the needs of internal and external
36. stakeholders: members, cadres, monastic community, community, media and the public.
37. The BLIA, adhering to the concept of "Humanistic Buddhism" advocated by Master Hsing
38. Yun, the founder of Fo Guang Shan, is committed to promoting the spread of Buddhism and
39. the improvement of social welfare around the world through the four major purposes of
40. culture, education, charity and joint practice. Our goal is to build a world full of care, respect
41. and harmony, where the wisdom and compassion of Buddhism can shine upon the world.
42. Firstly, the BLIA is guided by Master Hsing Yun’s philosophy of “Humanistic Buddhism” and
43. promotes the spread of Buddhism and social welfare through the four major purposes of
44. culture, education, charity and collective practice. Members are the core force in realizing
45. this mission. They integrate Buddhism into their daily lives, practice compassion and wisdom,
46. and promote self-growth and world peace by participating in Dharma propagation activities,
47. social welfare and cross-cultural exchanges. We encourage these members to become
48. seeds of goodness in the community, enthusiastically participate in social welfare based on
49. Buddhist concepts, promote social harmony and progress, jointly build a pure land on earth,
50. and achieve world peace. Secondly, cadres bear the heavy responsibility of organizational
51. development and mission promotion, and shoulder the dual roles of leadership and service.
52. Through selfless dedication and wise management, they ensure the steady development of
53. Fo Guang Shan Foundation and implement Master Hsing Yun’s philosophy of Humanistic
54. Buddhism in the global society. Cadres should set an example, study and practice Buddhism
55. in depth, become role models for members, and lead members to explore the true meaning
56. of Buddhism through words and deeds, and pass on the spirit of Buddhist culture. Fo Guang
57. Shan cadres are responsible for organizational development and mission advancement, and
58. bear the dual responsibilities of leadership and service. Thirdly, the BILA, together with the
59. Buddhist monks of Fo Guang Shan, promotes Buddhism throughout the world through the
60. guidance of wisdom and compassion, promotes dialogue among different cultures and
61. religions, and advocates the values of peace, harmony and coexistence. We respect and
62. admire the practice and wisdom of the Sangha, inspire members to have in-depth
63. exchanges and learning of Buddhist teachings with the Sangha, and jointly encourage the
64. prosperity and development of Buddhist culture. 549
65. Fourthly, we are committed to serving local communities around the world, promoting social
66. care activities such as education, environmental protection, and charity through the wisdom
67. and compassion of Buddhism. We encourage members to actively participate in community
68. development, enhance understanding and mutual trust with community residents, and jointly
69. create an inclusive, harmonious, loving and hopeful living environment. At the same time, we
70. pay attention to the needs of vulnerable groups, energetically participate in social assistance
71. and charity activities, and contribute to social harmony and progress. Fifthly, we recognize
72. the important role of the media and the public in spreading positive values and promoting
73. social progress. Therefore, we actively cooperate with various media platforms to share
74. Buddhist wisdom, promote public welfare activities and promote cultural exchanges. We are
75. committed to establishing an open dialogue with the news media, social media and the
76. public to enhance public awareness and interest in Buddhist culture, while promoting social
77. support and participation in public welfare. Finally, we actively cooperate with international
78. and local non-profit organizations (NGOs) to participate in social welfare projects such as
79. charity relief, environmental protection actions, education promotion and humanitarian aid.
80. We believe that through cooperation with various public welfare groups, we can expand our
81. influence, transform the wisdom and compassion of Buddhism into practical actions, help
82. more people in need, and bring positive changes to the global society (Buddha’s Light
83. International Association, 2025; OpenAI, 2023).

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# 4. CONCLUSION

1. We developed vision and mission statements for Fo Guang Shan and the International
2. Buddhist Association based on Peter Drucker’s management philosophy. Firstly, the vision
3. of Fo Guang Shan can be expressed as: "Strive to become a beacon of global peace and
4. compassion, and promote world harmony and human well-being through the promotion of
5. Humanistic Buddhism." This vision embodies Fo Guang Shan’s core values, including
6. compassion, wisdom and peace. It also emphasizes that Fo Guang Shan is not limited to
7. spreading Buddhist teachings, but aims to achieve global harmony and human well-being
8. through Master Hsing Yun’s three good deeds (doing good deeds, speaking good words,
9. and having good intentions) and four giving (giving people confidence, giving people joy,
10. giving people hope, and giving people convenience) concepts. This vision has a global
11. perspective and is deeply rooted in Fo Guang Shan’s pursuit of modernizing,
12. internationalizing and humanizing Buddhism. Secondly, Fo Guang Shan’s Mission
13. statements, Fo Guang Shan integrate Buddhism into modern society, guiding people toward
14. happiness through compassion and wisdom. We cultivate a wise and compassionate
15. Sangha, promote Buddhist education, and share Dharma globally. Through academic
16. research, cultural exchange, and social services, we address suffering, support the
17. disadvantaged, and foster interfaith harmony. The IBLA members spread Humanistic
18. Buddhism through spiritual practice, Dharma events, education, and charity. By supporting
19. temples, engaging in social welfare, and promoting peace, they help Buddhism benefit
20. communities’ worldwide, encouraging cross-cultural dialogue. Fo Guang Shan partners with
21. academic institutions to advance Buddhist studies, nurture future leaders, and address
22. societal challenges like environmental protection and social justice. We bridge scholarship
23. and practice, fostering the growth of Buddhist culture. We collaborate with businesses to
24. encourage ethical, sustainable practices that balance profit with social and environmental
25. responsibility. By integrating Buddhist values, we help companies innovate with compassion,
26. creating shared value in education, charity, and community welfare. Working with
27. governments and NGOs, we support public policies and projects in education, environmental
28. care, and poverty alleviation. Together, we promote social welfare, harmony, and
29. sustainable development through Buddhist compassion and wisdom. Through media and
30. cultural initiatives, Fo Guang Shan shares Buddhist teachings using modern technology and
31. art. We foster cross-cultural understanding, inspire compassion, and contribute to a more
32. inclusive society.

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1. Thirdly, the vision of the IBLA is to become an international organization that takes Master
2. Hsing Yun’s concept of humanistic Buddhism as its core, strives to become an outstanding
3. disseminator and leader of global Buddhist culture, focuses on the inheritance, promotion
4. and innovation of Buddhist culture, and promotes social harmony and progress. Finally, the
5. Mission Statement of the IBLA, It guided by Master Hsing Yun’s "Humanistic Buddhism," is
6. dedicated to global Buddhist propagation and social welfare through culture, education,
7. charity, and collective practice. Our vision is a harmonious world illuminated by Buddhist
8. wisdom and compassion. Members are the driving force in fulfilling our mission. By
9. integrating Buddhist teachings into daily life, they foster personal growth and global peace
10. through Dharma propagation, social welfare, and cross-cultural exchange. We encourage
11. members to act as agents of kindness, promoting harmony and progress in their

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communities. Cadres lead with wisdom and dedication, ensuring the growth of Fo Guang Shan’s mission. They exemplify Buddhist practice, inspire members, and uphold Master Hsing Yun’s vision through selfless service and organizational stewardship. Working alongside Fo Guang Shan, we advance Buddhism through interfaith dialogue and cultural exchange. We honor the Sangha’s wisdom and encourage members to deepen their Dharma understanding through monastic guidance. We serve local communities worldwide by promoting education, environmental care, and charity. Members actively engage in community-building, fostering inclusively and compassion while supporting vulnerable groups. Recognizing the media’s role in shaping values, we collaborate with platforms to share Buddhist teachings and humanitarian efforts. Through open dialogue, we raise awareness and encourage public participation in our initiatives. We partner with international and local NGOs to enlarge our impact in relief work, environmental sustainability, education, and humanitarian aid. By uniting with like-minded organizations, we transform compassion into tangible benefits for society.

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