

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

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.

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

1. VISION AND MISSION STATEMENTS

Organizational behavior refers to the behavioral activities performed by members in an organization in accordance with established rules, procedures and culture. It covers all formal or informal behaviors that occur within an organization, including decision-making, communication, coordination, execution, and adaptation. In other words, organizational behavior refers to how members of an organization perform their work and interact with each other in accordance with the organization's goals, structure, culture, and environment. It reflects the rules, processes and relationships between members within the organization, as well as the interaction between the organization and the external environment.

The core elements of organizational behavior include: (1) Standardized behavior: following organizational policies, standard operating procedures, and values. (2) Non-normative behavior: such as immediate responses or unconventional actions in special situations. (3)

34 Organizational goals: Members' behavior is directed toward achieving organizational goals.
35 (4) Organizational culture: The values, beliefs, and style of an organization influence the
36 behavior patterns of its members. (5) Environmental factors: the impact of external factors
37 such as market changes and technological development on organizational behavior.
38 Organizational goals are the results or states that an organization hopes to achieve within a
39 specific period of time. They guide the direction of organizational development and influence
40 member behavior and decision-making. Organizational goals are closely related to vision
41 and mission. The vision establishes the long-term development direction, while the mission
42 defines the value contribution of the organization to stakeholders, which in turn affects the
43 specific setting of organizational goals. When members identify with the vision and
44 understand the feasibility of the goals, it will enhance their sense of belonging and initiative
45 (Cady, Wheeler, DeWolf, and Brodke, 2011).
46

47 Vision describes what the organization wants to become in the future and is a long-term and
48 motivational goal. Organizational goals should be aligned with the vision to ensure that
49 members' behaviors are directed towards achieving this long-term vision. The mission
50 statement describes the value that the organization creates for its stakeholders. This affects
51 the setting of organizational goals, making them not only pursue performance but also
52 consistent with the core values of the organization, which in turn affects the behavioral
53 choices of members. A mission is something that answers the question "what we do" and
54 usually meets the needs of our stakeholders. Vision is a more abstract long-term goal, while
55 organizational goals include short-term, medium-term and long-term goals. These goals
56 influence incentives, management policies, and employee behavior within the organization,
57 ensuring that everyone's actions are consistent with the organization's overall direction. The
58 organizational goals generally discussed are to transform the vision and mission into specific,
59 actionable phased goals. When members identify with the vision and see the possibility of
60 achieving the goals, a stronger sense of belonging and initiative will arise. The organization's
61 vision and mission provide long-term direction and core values, while organizational goals
62 concretize these concepts into executable plans and influence the behavior patterns of
63 members. Therefore, organizational goals, vision, and mission are inseparable in
64 organizational behavior. The three influence each other to ensure that the actions and
65 decisions of members within the organization are moving in the same direction.
66 Organizational goals, vision and mission statements do not exist independently, but jointly
67 shape member behavior through the logical closed loop of "vision guides direction, mission
68 defines responsibility, and goals drive action." When the three work in concert, the
69 organization can inspire deep motivation among its members and achieve sustainable
70 development. (David, 1989)
71

72 Peter Drucker believes that vision is the long-term goal guide for the future of an
73 organization. It should be able to answer the question: "what will we want to be?" and be
74 able to motivate organizational members to work together. Excellent companies must have a
75 clear vision and mission. He emphasized: "The purpose of a company is not to make money,
76 but to create customers," which means that the vision should revolve around how the
77 company creates value for society and customers. There are two basic functions: marketing
78 and innovation. The purpose of marketing is to fully understand customers, transform their
79 potential needs into actual needs, and provide corresponding products and services.
80 Innovation is the task of giving human and material resources to create greater wealth and
81 meet customer needs with methods that surpass the past. Drucker believes that a vision
82 must have the following characteristics: (1) long-term and feasible: it must be able to guide
83 the company toward a long-term and feasible goal; (2) it must be able to motivate
84 organizational members: it must be able to inspire employees, make them willing to work
85 hard, and form a common sense of purpose. When setting goals, organizations should
86 consider more about what type of leader they want to be, what their values are, and how

they fulfill their social responsibilities. This kind of thinking enables organizations to pursue economic benefits while always adhering to their core mission and responsibilities. ;(3) Pay attention to changes in the future environment: Leaders need to foresee future trends and consider the impact of external factors such as society, economy, technology, and politics in their vision. He stressed that a business or organization needs to have a clear understanding of its future direction and goals, rather than just focusing on immediate operations and tasks. When an organization can clearly answer the question "what do we want to become", it can better respond to changes in the external environment and continue to progress and develop through innovation and flexible adjustment. The vision actually becomes a "navigation system" that guides the organization to meet the challenges of change (Drucker, 1974).

Only when a company is clear about what kind of organization it will become in the future can it make better decisions, allocate resources, and plan future routes. The vision helps organizations find their own positioning and understand what role they will play in the future market or society. This positioning is not only a pursuit of market share, but also a full-scale reflection of social responsibility, innovation capability and other aspects. How big is the gap between the current state and the future vision? Are existing strategies, resources, capabilities, etc. sufficient to achieve what we want to become? This kind of self-examination is a key part of strategic planning and requires a company to identify its strengths and weaknesses.

Mission Statement and Stakeholders A Mission Statement provides a clear direction and focus for the organization, ensuring that its members understand how the work they do fits into the overall strategy. The mission statement should clearly define the organization's stakeholders and how the services or products currently provided meet their needs. Peter Drucker believes that the mission statement is the core of the organization and it determines the goods and services provided by the company. Stakeholders, such as customers, employees, shareholders, suppliers, and society, are indispensable stakeholders in business operations. Drucker emphasized that the mission must be consistent with the needs and expectations of stakeholders, otherwise the company will find it difficult to survive in the long run. Drucker believes that a company's primary goal should be to meet customer needs rather than simply pursue profits. Therefore, the company's mission should clearly define "Who are our customers? What value should we provide?" This is closely related to the needs of stakeholders. For example, if a company takes "creating social value" as its mission, it must ensure that all aspects, such as the supply chain, product quality, and employee benefits, are consistent with this value. (Drucker, 1999)

The operation of an enterprise involves many stakeholders, the most common of which are:
1Customer: Hope to get high-quality products and services. Dr. Drucker suggested that companies should think about: (1) Who are our customers? (Who is our customer?): Companies need to know clearly who their main customers are and who their potential customers are. (2) What do customers value? (3) What does the customer value?): Companies should care about the value that customers really want, not just the product itself. (3) What should we do? (What should our business be?): Enterprises cannot only focus on the present, but should consider future market trends and adjust their direction as early as possible.

To express how to satisfy customers' desire for quality products and services in a company's mission statement, you can emphasize: (1) Customer orientation: The company needs to show that its core goal is to focus on customer needs and ensure that its products and services continue to meet these needs. (2) Quality Commitment: Companies should emphasize their commitment to quality and ensure that their products and services meet the highest standards. (3) Innovation and Improvement: Companies should continuously

140 innovate and improve their products and services to provide customers with the most
141 advanced and satisfactory choices. (4) Service commitment: It is not just about providing
142 products, but also about ensuring that customers receive professional, friendly and timely
143 service throughout the purchasing process. (5) Long-term relationships: Companies can
144 express their desire to establish long-term trust and cooperative relationships with customers
145 and to exceed customer expectations through continuous efforts. For example, the
146 statement to customers in the mission statement is: Our mission is to meet the needs and
147 expectations of our customers by providing excellent products and services. We are
148 committed to continuous innovation and improvement to ensure every customer has access
149 to high-quality choices. With customers at the center, we will provide professional, reliable
150 and enthusiastic services and establish long-term cooperative relationships. Our goal is to
151 become the first choice trusted by customers and create lasting value for them (Williams,
152 2008).

153
154 To express in the company's mission statement how to meet employees' expectations for
155 fair compensation and a good working environment, the following elements can be included:
156 (1) Fair Compensation: Provide market-competitive and fair compensation and rewards to
157 ensure that employees' efforts and value are reasonably rewarded. (2) Health & Safety: We
158 are committed to creating a safe and healthy working environment so that employees can
159 develop and realize their potential in a secure environment. (3) Career Growth: Support
160 employees' continuous learning and growth, provide professional training and career
161 development opportunities, and help them achieve their personal and professional goals. (4)
162 Work-Life Balance: Encourage work-life balance, promote flexible work arrangements and
163 employee well-being programs, and enhance happiness and productivity. For instance, the
164 mission statement to employees: Our mission is to create a fair, inclusive work environment
165 with opportunities for growth. Provide market-competitive salaries and rewards to ensure
166 that each employee's contribution is reasonably rewarded. We pay attention to the physical
167 and mental health of our employees, are committed to creating a safe, healthy and dynamic
168 workplace culture, and support employees' continuous learning and development to achieve
169 common success for individuals and organizations.

170
171 Care about the financial returns and stable development of the company. The mission
172 statements may describe: (1) financial health: The company should emphasize its
173 commitment to maintaining a sound financial position, ensuring that resources are used
174 efficiently and pursuing profitable growth. (2) Sustainable growth: Companies should pursue
175 long-term, stable development and ensure stable performance through continuous
176 innovation and optimized operations. (3) Risk management: Companies can demonstrate
177 that they will prudently manage risks, ensure capital security and reduce the impact of
178 market fluctuations. (4) Shareholder value: Companies need to demonstrate that they
179 consider how to maximize shareholder value in all decisions and maintain transparent and
180 accountable governance while improving performance. For instance, the statement to
181 shareholders in the mission statement: Our mission is to achieve long-term growth and
182 create stable returns for shareholders through sound financial management and sustainable
183 business development. We are committed to ensuring that every business decision
184 promotes the stable development of the enterprise and maintains excellent financial
185 performance. We will work hard on continuous innovation, improving operational efficiency
186 and risk control to ensure that the company can develop stably in a changing market and
187 maximize shareholder value.

188
189 We expect companies to complete their social responsibilities, such as environmental
190 protection and fair trade. If companies fail to balance these demands, it may affect brand
191 reputation, employee morale, and even lead to operational crisis. Companies should include
192 the following elements in their mission statements: (1) Environmental Sustainability:

193 Companies should commit to reducing carbon emissions, saving energy and reducing waste,
194 and promoting a circular economy. (2) Employee Well-being: Companies should care about
195 the health, safety and career development of their employees. (3) Community Engagement:
196 Companies should give back to the community and support education, charity and social
197 development. (4) Ethical Business Practices: Companies should emphasize honest business
198 practices and responsible supply chain management. For example, the mission statement
199 states: We are committed to creating environmentally sustainable products, reducing our
200 impact on the earth, and promoting green innovation. Provide a diverse, inclusive and fair
201 working environment to ensure that every employee can realize their potential and be
202 respected. Through community involvement and philanthropy, we work with society to create
203 a better future. We act with integrity and adhere to the highest ethical standards to ensure
204 that our business is transparent, fair and accountable" (David, David, and David, 2014).
205

206 **2. FO GUANG SHAN**

207 Fo Guang Shan is located in Kaohsiung City, Taiwan. Since its founding in 1967, it has
208 always been practicing Humanistic Buddhism, based on the compassion and aspirations of
209 the Bodhisattvas, and adhering to the four major principles of "promoting Buddhism through
210 culture, cultivating talents through education, benefiting society through charity, and purifying
211 people's hearts through joint practice", hoping to spread the Buddha's light and Dharma to
212 the world. After decades of hard work, the Humanistic Buddhism promoted by Fo Guang
213 Shan has gained international recognition and attention (Master Hsing Yun, 2017). Fo
214 Guang Shan adheres to the belief of "giving people confidence, joy, hope and convenience".
215 Through four major principles, it promotes Buddhism through culture, cultivates talents
216 through education, benefits society through charity, and purifies people through practice to
217 promote human Buddhism, so that Buddhism can be popularized in society and benefit all
218 living beings. These principles include: (1) Promoting education: establishing schools,
219 cultivating monks, promoting lifelong learning, enlightening people with the wisdom of
220 Buddhism, and improving social morality and cultural literacy. (2) Cultural promotion:
221 Promote Buddhist culture through literature, art, publishing and multimedia, promote cross-
222 religious and cross-cultural exchanges, and enhance world harmony. Charity and relief: With
223 compassion and wisdom, we promote social welfare, medical assistance, and environmental
224 protection, assist the disadvantaged, and implement "Buddhism in the world." Practice
225 together and improve together: Through meditation, Dharma meetings, lectures and social
226 practice, we can purify the body and mind, enhance our faith, and jointly create a
227 harmonious and beautiful society. Fo Guang Shan actively promotes globalization by
228 establishing temples and monasteries on five continents to promote cultural exchanges
229 between the East and the West and further expand its international influence. This strategy
230 not only provides a place for Buddhists around the world to practice and learn, but also
231 promotes dialogue and understanding among different cultures and religions. For example,
232 Hsi Lai Temple, as the American branch of Fo Guang Shan, not only provides religious
233 services to the local Chinese community, but also promotes collaboration and dialogue
234 between Chinese and American Buddhism through cultural exchange activities.
235

236 The concept of "Humanistic Buddhism" proposed by Fo Guang Shan integrates Buddhist
237 teachings into daily life and transforms it into a lifestyle. This concept emphasizes that
238 Buddhism is not only a religious belief, but should also be used as wisdom to guide life.
239 Through education, cultural activities and charity projects, Fo Guang Shan enables believers
240 to practice Buddhist wisdom in real life and improve their spiritual development and sense of
241 social responsibility. Fo Guang Shan actively promotes social harmony and world peace
242 through charitable activities, religious dialogues and other means. Its charitable projects
243 cover many aspects including medical care, education, and social assistance, providing
244 support to vulnerable groups. Fo Guang Shan not only plays an imperative role in the local
245 society, but also promotes the practice of compassion on a global scale. Fo Guang Shan

246 actively uses modern technology, especially digital platforms, to promote Buddhism and
247 promote its modernization. Through innovative methods such as digital Buddhist dictionaries
248 and online practice platforms, Fo Guang Shan has enabled Buddhist wisdom to be closely
249 integrated with contemporary society, allowing more people to understand and accept
250 Buddhist teachings. These technological innovations not only meet the needs of modern
251 society, but also exhibit Fo Guang Shan's modern vision.

252
253 Fo Guang Shan promotes the globalization and diversification of Buddhist culture by
254 establishing international venues and hosting cross-cultural activities. Its activities such as
255 the Shanghai Culture and Art Festival not only promote the spread of Buddhist culture, but
256 also demonstrate Fo Guang Shan's tolerance and respect for diverse cultures. In addition,
257 Fo Guang Shan's internationalization strategy emphasizes mutual understanding and
258 integration among different cultures, contributing to world peace and diversity. Fo Guang
259 Shan's charitable work embodies the Buddhist spirit of compassion. The Compassion Social
260 Welfare Foundation was established to carry out a variety of public welfare activities,
261 including: handling children and youth welfare, elderly welfare, religious spiritual counseling,
262 emergency relief, major disaster relief, prison counseling and education, institutional visits,
263 second-hand medical aids, dementia prevention and treatment, etc. Fo Guang Shan
264 provides material and spiritual support to vulnerable groups. These generous actions not
265 only demonstrate the social responsibility of Buddhism, but also enhance the credibility and
266 influence of Fo Guang Shan in society. (Fo Guang Shan, 2025).

267
268 In the context of globalization, Buddhist organizations face the challenge of how to adapt to
269 modern society and pass on their teachings. As an imperative Buddhist propagation
270 organization, we use Peter Drucker's ideas on vision and mission to provide Fo Guang Shan
271 with suggestions on a modern and global vision and mission. Peter Drucker believes that
272 vision is the long-term goal guide for the future of an organization. It should be able to
273 answer the question: "What kind of organization do we want to be?" and be able to motivate
274 organizational members to work together. His management philosophy is also applicable to
275 the design of non-profit religious organizations: Fo Guang Shan's vision and mission.
276 According to Drucker's explanation of the vision, Fo Guang Shan's vision can be expressed
277 as: "Committed to becoming a beacon of global peace and compassion, promoting world
278 harmony and human well-being through the promotion of Humanistic Buddhism." This vision
279 embodies Fo Guang Shan's core values, including compassion, wisdom and peace. It also
280 emphasizes that Fo Guang Shan is not limited to spreading Buddhist teachings, but aims to
281 achieve global harmony and human well-being through Master Hsing Yun's three good
282 deeds (doing good deeds, speaking good words, and having good intentions) and four giving
283 (giving people confidence, giving people joy, giving people hope, and giving people
284 convenience) concepts. This vision has a global perception and is deeply rooted in Fo
285 Guang Shan's pursuit of modernizing, internationalizing and humanizing Buddhism.

286
287 A mission statement provides a clear direction and focus for the organization, ensuring that
288 its members understand how the work they do fits into the overall strategy. The mission
289 statement should clearly define the organization's stakeholders and how the services or
290 products currently provided meet their needs. A mission statement provides clear direction
291 and focus for both profit and nonprofit organizations, ensuring that members of the
292 organization understand how their activities fit into the overall strategy. The mission
293 statement should clearly define the organization's stakeholders and how the services or
294 products currently provided meet their needs. Before preparing a mission statement, one
295 should first analyze Fo Guang Shan's stakeholders, who collectively influence the
296 development and operation of Fo Guang Shan, enabling it to spread Buddhism and promote
297 culture and charity around the world. Then create a comprehensive mission statement based

298 on their needs. Fo Guang Shan's stakeholders can be divided into two categories: internal
299 and external:

300
301 The Fo Guang Shan Sangha, internal stakeholders, includes monks, abbots, and Dharma
302 masters from each branch. They are the core force in promoting Buddhism. External
303 stakeholders include: firstly, BLIA and its believers: Fo Guang Shan's global Dharma
304 propagation organization, responsible for promoting Buddhist culture and charity. Believers
305 participate in Fo Guang Shan activities, practice Buddhism, and support its development.
306 Secondly, academic institutions and scholars, for instance, Fo Guang University, Nanhua
307 University, and University of the West enthusiastic to promote Buddhist studies and
308 humanities education worldwide. Scholars participate in Buddhist research and exchanges
309 to promote the development of Buddhist theory and practice. Thirdly, business community:
310 companies and individuals that support Fo Guang Shan's education, culture and charity. aA
311 a religious and cultural attraction, Fo Guang Shan attracts believers and tourists from home
312 and abroad, influencing the tourism industry and the local economy. Fourthly, government
313 and public welfare groups, such as cooperative relief foundations, public welfare
314 organizations, etc., to jointly promote social welfare and charity. Cooperate with government
315 agencies of various countries to promote religious exchanges, educational development and
316 social welfare projects. Finally, media and cultural circles: news media, publishing
317 organizations, scholars and cultural workers, to help spread the Dharma and the concept of
318 Humanistic Buddhism.

319
320 The Fo Guang Shan mission statements should include the needs of internal and external
321 stakeholders: the monastic community, the BLIA, academic institutions, the business
322 community, the government and charitable groups, the media and the cultural community.
323 Fo Guang Shan adheres to the belief of "giving people confidence, joy, hope and
324 convenience", promotes Buddhism through culture and cultivates talents through education.
325 Fo Guang Shan benefits society through charity and purifies people's hearts through joint
326 practice, promotes Humanistic Buddhism, popularizes Buddhism in society and benefits all
327 living beings. Establish schools, cultivate monks, promote lifelong learning, inspire people
328 with Buddhist wisdom, and improve social morality and cultural literacy. Promote Buddhist
329 culture through literature, art, publishing and multimedia, promote cross-religious and cross-
330 cultural exchanges, and enhance world harmony. With compassion and wisdom, we
331 promote social welfare, medical assistance, and environmental protection, help the
332 disadvantaged, and realize "Buddhism in the world." Through meditation, Dharma meetings,
333 lectures and social practice, we purify the body and mind, enhance our faith and jointly
334 create a harmonious and beautiful society.

335
336 Firstly, Integrate Buddhism into modern society, guide all beings to escape suffering and
337 attain happiness, and establish a lifestyle of compassion and wisdom. We will study
338 Buddhism diligently, practice "using monks to educate monks", cultivate compassionate and
339 wise Sangha, continue the Buddha's wisdom, and spread Buddhism around the world.
340 Promote the development of education through learning, and through academic research
341 and cultural dissemination, promote the popularization of Buddhist wisdom in society. Care
342 for the disadvantaged, promote public welfare and charity, and practice the spirit of
343 Buddhism. Promote dialogue among different faiths and cultures and advance harmonious
344 coexistence around the world. Secondly, the BLIA and its believers are an important force in
345 spreading the Dharma. They practice Humanistic Buddhism and exert the influence of
346 Buddhism through participating in spiritual practice, joint Dharma ceremonies, promotion of
347 Buddhist knowledge and social services. Through Buddhist education, academic research
348 and cultural exchange, we can enhance the connotation of faith and allow Buddhism to
349 benefit more people. Believers practice Buddhism through actions, support temples,
350 participate in charity activities, care about society, and promote world peace. Through the

351 joint efforts of the International Buddha's Light Association and believers around the world,
352 Buddhism will be spread to the five continents, promoting dialogue and cooperation among
353 different cultures and beliefs.
354

355 Thirdly, Fo Guang Shan is committed to collaborating with the academic community to
356 promote cultural and Buddhist studies, emphasizing educational and academic cooperation,
357 and working with academic institutions to promote Buddhist education and cultivate future
358 leaders and professionals. Collaborate with academia to address societal challenges such
359 as environmental protection and social justice. Provide resources and platforms to promote
360 the combination of academic achievements and practice. Collaborate with scholars and
361 educators to promote the development of Buddhist studies and culture. For instance, the
362 Department of Buddhist Studies at Fo Guang University offers a diverse and complete
363 Buddhist curriculum and is dedicated to cultivating Buddhist professionals with both
364 theoretical literacy and practical ability. The degrees include bachelor's, master's and
365 doctoral programs, and aim to cultivate Buddhist professionals with theoretical and practical
366 abilities. The master's program emphasizes the integration of traditional Buddhism with
367 contemporary issues and provides: (1) Professional courses: such as the study of the
368 Agama Sutras, basic issues of Mahayana Buddhism, and in-depth discussions on classical
369 thought. (2) Applied courses: such as Buddhist psychotherapy and Buddhist social issues,
370 combining theory with modern application. (3) Language training: Provide modern language
371 courses in English and Japanese, as well as classical language learning such as Tibetan
372 and Sanskrit, to cultivate Buddhist professionals with an international perspective. On the
373 other hand, the Nanhua University offers a variety of Buddhist courses, including: firstly, a
374 research group in the Institute of Religious Studies, which focuses on the study of Buddhist
375 thought, classics, history, culture and contemporary human Buddhism. Secondly, the in-
376 service master's program in digital learning of Humanistic Buddhism adopts a distance
377 learning model. The courses cover the theory and practice of Humanistic Buddhism,
378 research on Buddhist classics, and Zen in human life. Thirdly, the Center for Humanistic
379 Buddhism Research is dedicated to promoting academic research and activities on
380 Humanistic Buddhism, regularly holding lectures, seminars, etc. to promote Buddhist
381 academic exchanges. Through the above-mentioned units, the Nanhua University provides
382 abundant resources and platforms for learning Humanistic Buddhism for those who are
383 interested in Buddhist research and practice (Fo Guang University, 2025; Nanhua University,
384 2025).
385

386 Fourthly, jointly promote social responsibility, especially cooperation in corporate ethics,
387 environmental protection, charitable activities, etc., to encourage companies to assume
388 social and environmental responsibilities while pursuing economic benefits. Inherit Buddhist
389 values and assist enterprises in achieving more humane, moral and sustainable
390 development. Create a win-win situation with the business community, promote business
391 development and achieve higher social value, especially in the fields of charity, education
392 and social welfare. Promote the integration of Buddhist thought and business operations,
393 assist enterprises in developing innovative business models, and incorporate wisdom and
394 compassion. Establish long-term cooperative relationships with the business community to
395 jointly promote social welfare. Fifthly, cooperate with the government to promote public
396 policies and support social responsibility projects, especially in the fields of education,
397 environmental protection, and care for the disadvantaged. Cooperate with the government
398 and public welfare groups to promote charity, relief, education and other public welfare
399 activities to improve the social environment and benefit the people. Serving as a bridge, we
400 promote cooperation among the government, public welfare groups and all sectors of society
401 to promote social harmony and prosperity. We work hand in hand with the government and
402 charitable organizations to uphold social responsibility and solve problems such as lack of
403 education, environmental pollution, and poverty. Through the compassion, wisdom and

cultural power of Buddhism, we work with the government and charitable groups to promote the comprehensive development of society. Finally, Fo Guang Shan is committed to promoting Humanistic Buddhism, with compassion, wisdom and tolerance as its core values, and promoting social harmony through education, culture, charity and religious preaching. To promote global good karma, we work hand in hand with the media and cultural circles to spread Buddhist wisdom to the world through modern technology and art, promote cross-cultural understanding, and create a compassionate and inclusive society. (Fo Guang Shan, 2025; OpenAI, 2023)

3. BUDDHA'S LIGHT INTERNATIONAL ASSOCIATION (BLIA)

Since its founding by Master Hsing Yun in 1991, BLIA, as a global Buddhist organization, has adhered to the concept of "Humanistic Buddhism" and actively promoted world peace, cultural exchange and social harmony. Its vision and mission not only embody the core values of Buddhism, but also display the adaptability and innovation of religious organizations in modern society. This article will deeply analyze the core concepts and social practices of BLIA, and use Peter Drucker's management philosophy to formulate its vision and mission statement. The BLIA is a global Buddhist organization founded in 1992 by Master Hsing Yun, the founder of Fo Guang Shan. The organization aims to promote the concept of "Humanistic Buddhism" and is committed to popularizing Buddhism, cultural education, charity and public welfare, and inter-religious dialogue, in order to promote world peace and social harmony. It is a Buddhist organization that transcends regions, religions, and monks. Buddhists who have converted to the Three Jewels can become formal members, and believers of other religions can also participate in activities as "Friends of Buddha's Light." At the present time, the International Buddhist Association has branches in more than 100 countries and regions on five continents around the world, with a large number of members.

The BLIA, with the philosophy of "Buddha's light shines upon the three thousand worlds, and the Dharma flows upon the five continents", encourages members around the world to practice Buddhism, care for society, and is committed to building a peaceful, harmonious, love and hopeful world. The core spirit of the International Buddhist Light Association is to "give people confidence, joy, hope and convenience". Its main goals include: (1) Promote Buddhism: Promote Humanistic Buddhism and integrate Buddhism into modern society and daily life; (2) Education promotion: Support Buddhist education and academic research, and establish schools and cultural institutions; (3) Charity and public welfare: Caring for disadvantaged groups, promoting environmental protection, humanitarian relief and social services; (4) Cultural exchange: Promote dialogue and cooperation among different countries and religions, and promote multiculturalism.

The BLIA actively participates in social welfare activities of the United Nations and various countries, and cooperates with local governments, non-profit organizations (NGOs) and communities to promote education, environmental protection, medical care and charity. It organizes activities in the fields of Dharma propagation, education, culture, charity and social welfare, such as: (1) BLIA World Headquarters General Conference: Held every two years, BLIA members from around the world gather together to share their experiences in spreading the Dharma, discuss the development trends of Buddhism, and promote international Buddhist cultural exchanges; (2) BLIA Day: Every August, BLIA members around the world hold celebration activities simultaneously, including Dharma lectures, community services, charity events, etc., to showcase the spirit of Buddhism practice in the world; (3) The Three Good Things and Four Giving Movement: Doing good deeds, speaking good words, and having good intentions are the Three Good Things, which encourages believers to put Buddhism into practice through action. Giving people confidence, joy, hope and convenience are the four gifts that promote social harmony and positive development; (4)

457 BLIA YAD (Young Adult Division) activities: Provide a platform for young BLIA members to
458 practice Buddhism, organize global youth conferences, volunteer services, meditation camps,
459 cultural exchanges and other activities, and cultivate young Buddhist leaders.; (5) Fo Guang
460 Shan Global Buddha Bathing Ceremony: During the Buddha's Birthday (the eighth day of the
461 fourth lunar month) every year, Buddha Bathing ceremonies are held around the world to
462 allow the public to express gratitude to the Buddha and purify their souls through the Buddha
463 Bathing ceremony; (6) Charity and community service: Assist victims of natural disasters,
464 epidemics, and wars around the world by providing material, financial, and psychological
465 support. Organize free clinics and health lectures to raise public awareness of physical and
466 mental health. Promote activities such as vegetarianism, plastic reduction, tree planting,
467 environmental education, and practice Buddhist concepts of compassion and ecological
468 protection; (7) Fo Guang Calligraphy Exhibition and Cultural Art Activities: Hold calligraphy,
469 painting, photography and other cultural art exhibitions to promote Buddhist art and
470 humanistic spirit. Publish Buddhist books, promote Buddhist education, and let more people
471 understand the wisdom of Humanistic Buddhism; (8) Group practice and Buddhist lectures
472 for members: Group practice, chanting sessions, meditation camps and Buddhist lectures
473 are held regularly at local Buddhist branches to enhance members' Buddhist literacy and
474 practice. These activities demonstrate the efforts of the BLIA in promoting Buddhism, charity,
475 education and culture, so that the wisdom of Buddhism can penetrate into society and
476 benefit the world. Through its activities and ideas, the International Buddhist Association has
477 successfully spread the teachings of Buddhism throughout the world and promoted the
478 development of Buddhism in different cultural contexts. The concept of "Humanistic
479 Buddhism" it emphasizes makes Buddhism closer to the lives of modern people and attracts
480 the participation of a large number of believers. (Buddha's Light International Association,
481 2025).

482
483 According to Dr. Drucker, vision is the long-term goal guide for the future of an organization
484 and it should be able to clearly answer the question, "What kind of organization do we want
485 to be?" Based on this, the vision of the BLIA should emphasize its long-term goals and
486 global influence. The following is a vision written for the Buddha's Light International
487 Association, which is based on Drucker's ideas and incorporates the core values of the BLIA:
488 An international organization that takes Master Hsing Yun's concept of Humanistic
489 Buddhism as its core, strives to become an outstanding disseminator and leader of global
490 Buddhist culture, focuses on the inheritance, promotion and innovation of Buddhist culture,
491 and promotes social harmony and progress. Such a vision not only reflects the long-term
492 goals of the International Buddhist Association, but also conforms to the direction, motivation
493 and practicality that Peter Drucker emphasized that an organizational vision should have,
494 providing clear guidance for future development. A mission statement provides clear path
495 and focus for both profit and non-profit organizations, ensuring that members of the
496 organization understand how their activities fit into the complete strategy. The mission
497 statement should plainly define the organization's stakeholders and how the services or
498 products currently provided meet their needs. Before preparing a mission statement, the
499 stakeholders of the BLIA should be analyzed. These stakeholders mutually influence the
500 development and operation of the International Buddhist Association, enabling it to spread
501 Buddhism, promote culture and public welfare around the world. Then create a
502 comprehensive mission statement based on their needs. The stakeholders of Buddha's Light
503 International Association (BLIA) can be divided into two categories: internal and external.
504 The BLIA members, internal stakeholders, including members from all over the world who
505 participate in association affairs, Dharma propagation activities and social services. The
506 BLIA cadres and volunteers, internal stakeholders, the core of the organization's operations,
507 responsible for managing, promoting activities and coordinating the affairs of local branches.
508

509 External Stakeholders includes: (1) Fo Guang Shan Sangha: serves as the spiritual
510 guidance and support organization of the International Buddha Light Association, providing
511 teachings, resources and direction for organizational operations; (2) Local Community: the
512 charity, educational and cultural activities organized by Fo Guang Shan have an impact on
513 the local community and promote social harmony and cultural exchange; (3) Media and the
514 public: the activities of Fo Guang Shan will attract media attention, and the public will have
515 different expectations of its social influence; (4) International and local non-profit
516 organizations (NGOs): may collaborate with the Buddha's Light Association to promote
517 charity, humanitarian relief, and environmental protection projects.

518
519 The mission statement of BLIA should include the needs of internal and external
520 stakeholders: members, cadres, monastic community, community, media and the public.
521 The BLIA, adhering to the concept of "Humanistic Buddhism" advocated by Master Hsing
522 Yun, the founder of Fo Guang Shan, is committed to promoting the spread of Buddhism and
523 the improvement of social welfare around the world through the four major purposes of
524 culture, education, charity and joint practice. Our goal is to build a world full of care, respect
525 and harmony, where the wisdom and compassion of Buddhism can shine upon the world.
526 Firstly, the BLIA is guided by Master Hsing Yun's philosophy of "Humanistic Buddhism" and
527 promotes the spread of Buddhism and social welfare through the four major purposes of
528 culture, education, charity and collective practice. Members are the core force in realizing
529 this mission. They integrate Buddhism into their daily lives, practice compassion and wisdom,
530 and promote self-growth and world peace by participating in Dharma propagation activities,
531 social welfare and cross-cultural exchanges. We encourage these members to become
532 seeds of goodness in the community, enthusiastically participate in social welfare based on
533 Buddhist concepts, promote social harmony and progress, jointly build a pure land on earth,
534 and achieve world peace. Secondly, cadres bear the heavy responsibility of organizational
535 development and mission promotion, and shoulder the dual roles of leadership and service.
536 Through selfless dedication and wise management, they ensure the steady development of
537 Fo Guang Shan Foundation and implement Master Hsing Yun's philosophy of Humanistic
538 Buddhism in the global society. Cadres should set an example, study and practice Buddhism
539 in depth, become role models for members, and lead members to explore the true meaning
540 of Buddhism through words and deeds, and pass on the spirit of Buddhist culture. Fo Guang
541 Shan cadres are responsible for organizational development and mission advancement, and
542 bear the dual responsibilities of leadership and service. Thirdly, the BILA, together with the
543 Buddhist monks of Fo Guang Shan, promotes Buddhism throughout the world through the
544 guidance of wisdom and compassion, promotes dialogue among different cultures and
545 religions, and advocates the values of peace, harmony and coexistence. We respect and
546 admire the practice and wisdom of the Sangha, inspire members to have in-depth
547 exchanges and learning of Buddhist teachings with the Sangha, and jointly encourage the
548 prosperity and development of Buddhist culture.

549
550 Fourthly, we are committed to serving local communities around the world, promoting social
551 care activities such as education, environmental protection, and charity through the wisdom
552 and compassion of Buddhism. We encourage members to actively participate in community
553 development, enhance understanding and mutual trust with community residents, and jointly
554 create an inclusive, harmonious, loving and hopeful living environment. At the same time, we
555 pay attention to the needs of vulnerable groups, energetically participate in social assistance
556 and charity activities, and contribute to social harmony and progress. Fifthly, we recognize
557 the important role of the media and the public in spreading positive values and promoting
558 social progress. Therefore, we actively cooperate with various media platforms to share
559 Buddhist wisdom, promote public welfare activities and promote cultural exchanges. We are
560 committed to establishing an open dialogue with the news media, social media and the
561 public to enhance public awareness and interest in Buddhist culture, while promoting social

support and participation in public welfare. Finally, we actively cooperate with international and local non-profit organizations (NGOs) to participate in social welfare projects such as charity relief, environmental protection actions, education promotion and humanitarian aid. We believe that through cooperation with various public welfare groups, we can expand our influence, transform the wisdom and compassion of Buddhism into practical actions, help more people in need, and bring positive changes to the global society (Buddha's Light International Association, 2025; OpenAI, 2023).

4. CONCLUSION

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

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

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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