

STRATEGIC PLAN 2025-2030

INSTITUTE OF BUDDHIST STUDIES





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Strategic Plan, 2025-2030

MISSION, VISION, VALUES

STRATEGIC GOAL #1: PROGRAMS

STRATEGIC GOAL #2: SUSTAINABILITY

STRATEGIC GOAL #3: PARTNERSHIPS



MISSION STATEMENT

*An institutional mission clarifies the institution's core purpose —
what the organization does, for who, and why.*

The mission of the Institute of Buddhist Studies is to provide graduate level education in the full breadth of the Buddhist tradition with specialized education supporting Pure Land and contemporary Shin Buddhist Studies, while advancing Jōdo Shinshū Buddhist ministry and Buddhist chaplaincy.



VISION STATEMENT

An institutional vision describes the organization's desired future state — it is an aspirational statement that imagines what the organization hopes to achieve.

The Institute of Buddhist Studies leads American Buddhist education by preparing students to effectively apply Buddhist teachings to inspire personal and collective transformation, inform compassionate healing and care, and create meaningful social impact.



VALUES STATEMENT

Institutional values are fundamental principles that guide an institution's culture and influences interaction within the organization, and between the organization and its broader communities.

Grounded in the **wisdom** of the Buddhadharma, the Institute of Buddhist Studies creates learning environments where deep intellectual inquiry is met with heartfelt connections.

Guided by **compassion**, we seek to alleviate suffering and foster the well-being of all beings.

Strengthened by **community**, we cultivate spaces of belonging, inclusivity, and connection.



GOAL 1 – PROGRAMS

Promote a deep study of the dharma through intellectual and affective methods (head-heart pedagogy), guided by compassion and gratitude.



Objectives:

1. Expand the Institute's reach, engage new audiences, and maximize support for IBS graduates through a continuing education program.
2. Enhance Jōdo Shinshū Studies and opportunities for the Shin ministerial program by hiring a full-time professor of Jōdo Shinshū Studies.
3. Improve IBS library and rare book collection for the use of researchers and students through drafting a reopening plan.
4. Expand awareness and promotion of IBS through public-facing programming that reaches academic and non-academic audiences and potential students.
5. Strengthen and expand the effectiveness of existing ministerial and chaplaincy programs through the expansion of course offerings, language study, online programming, or other measures following regular program review and assessment.
6. Effectively serve student needs via increased student support programs and enrollment management including setting enrollment goals and caps.

GOAL 2 – SUSTAINABILITY

Maximize the Institute's ability to fulfill its mission, accomplish its strategic goals and objectives, strengthen its financial position, and develop a culture of philanthropy.



Objectives:

1. Secure long-term financial sustainability via a robust and multi-pronged development plan which will include the establishment of an institutional endowment, full funding of existing professorial chair endowments, and expanding IBS's donor base.
2. Strengthen the effectiveness of IBS's development goals by recruiting and hiring a development director and related staff support.
3. Ensure sustainable operations through investments in human and technology resources including appropriate staff support, software, and institution-wide physical and digital storage.
4. Prioritize intentional conversations around mission, Board composition, and strategic partnerships with a wide diversity of Buddhist traditions or schools to broaden and sustain IBS's donor base, revenue streams, and long-term viability.
5. Conduct continual assessment of collaborative relationships with GTU, key stakeholders, and the broader higher educational landscape, to ensure alignment and advancement of IBS's mission.

GOAL 3 – PARTNERSHIPS

Strengthen partnerships with multi-generational Buddhist communities and the Buddhist Churches of America, institutions of higher education, and community organizations to promote synergistic and mutually beneficial relationships.



Objectives:

1. Enhance IBS's relationship with the Buddhist Churches of America (BCA) via increased communication, cooperative efforts, clarification of financial support, and facilities use.
2. Maximize opportunities for collaboration with the Center for Buddhist Education (CBE), the Jodo Shinshu International Office (JSIO), and other BCA-related organizations in support of ministerial training and continuing education.
3. Expand awareness and promotion of IBS, support faculty networking and development, and offer opportunities to students through strategic partnerships with peer Buddhist, academic, or inter-religious organizations such as the Buddhist Spiritual Care Educators of North America (BSCENA); Buddhist schools or colleges; and field education or clinical pastoral education professional programs.
4. Strengthen IBS's relationship with Ryukoku University by restarting the student exchange program and exploring other opportunities for effective collaboration.