

**APOSTOLIC PLAN OF THE CHINESE PROVINCE,  
SOCIETY OF JESUS**

**(2022–2029)**



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*For which one of you, when he wants to build a tower, does not first sit down and calculate the cost, to see if he has enough to complete it? (Luke 14:28)*

*Therefore, do not worry about tomorrow, for tomorrow will worry about itself. Each day has enough trouble of its own.” (Matthew 6:34)*

## **I. Introduction**

Animated by the Universal Apostolic Preferences of the Society and encouraged by understanding them as “orientations that go beyond ‘doing something’ and enable us to achieve our transformation as persons” according to Fr. General’s letter of 2019<sup>1</sup>, the Chinese Province responded by embarking on a journey of over two years to develop a Province Apostolic Plan 2022 – 2029. This document sets out the Vision, Priorities, Goals, Actions and Follow-up Measures for a Review of the Plan which will guide the Province in the years ahead. However, to enable readers to gain a better grasp of the spirit behind the Apostolic Plan, we have also included in the first few Sections an account of the approach adopted in developing the plan, some elements of the Culture of Positivity and Collaboration necessary for our conversion, an analysis of the context of the Province, and the principles and rationale behind the Goals and Actions. We believe that these are an integral part of our Apostolic Plan.

While an Apostolic Plan is forward-looking, a brief historical note will be helpful to understand how the current context has come about. The Chinese Province of the Society of Jesus was set up in 1991 and now comprises the four regions of Taiwan, Macau, Hong Kong, and mainland China. Before 1991, the organization of each of these regions had gone through many changes, some considerable, due to changes in the missionary work of different Jesuit Provinces as well as the political landscape in the region. For example, Macau was originally a mission of the Portuguese Province and Hong Kong a mission of the Irish Province. While in mainland China, in 1949, there were nine missions (“Jesuit China Missions”) entrusted to various Jesuit Provinces. When the People’s Republic of China was proclaimed, many missionaries in mainland China moved to Taiwan. The “Jesuit China Missions” were replaced by the Far East Province in 1958, and then gradually evolved into the present-day Chinese Province.

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<sup>1</sup> Fr. General, *Letter to the Whole Society--Universal Apostolic Preferences of the Society of Jesus, 2019-2029*, 2019/06, p.7.

## **II. The approach to this Apostolic Planning**

Recognizing the importance of collaboration for God's mission, a nine-person Preparatory Team<sup>2</sup> consisting of both Jesuits and lay partners (both men and women) was formed in late 2019. The Team acted as the facilitator for the communal process of developing the apostolic plan by Jesuits and lay partners for the whole Province.

From the start, it was decided that the process should not be rushed. Firstly, the Province is large and consists of four regions each with its unique context and complex history. Secondly, there should be a balance and integration between being and doing. Thus, before developing action plans, reflection on the desired culture of the Province was required because culture is a concrete manifestation of our identity. Such reflection implies conversion of the Province necessitated by conversion of each individual. Thirdly, the process was an exercise in communal discernment, thus sufficient time had to be provided for more in-depth reflection, spiritual conversation, and other consultative interaction involving all participants.

It was hoped that the process of planning, while longer than normally expected, would be a way of proceeding that attempted to be true to the vision and spirit of the Province Apostolic Plan. As such, the journey was, in its small way, part of the realization of the Apostolic Plan and an effort to align being and doing.

We held three Province Assemblies over two years. Each Assembly began in the evening and continued for the following two full days. Typically, input or drafts were first provided, then participants were asked to pray and reflect alone, culminating in small group spiritual conversation. Based on group reports and plenary sharing, a summary document was produced for participants' further comments. An online evaluation questionnaire with both closed and open-ended questions was sent out to all participants to collect their feedback after each Assembly. Before and in between Assemblies, commissions and communities were also invited to provide their input to the Preparatory Team.

Due to the Covid pandemic, dates of the Assemblies had to be adjusted and face-to-face gatherings had to be modified to a hybrid mode with face-to-face for each region and online connection among regions. Interestingly, this change allowed more Jesuits, especially those currently physically outside the Province in formation or on mission to participate. In between the Assemblies, some online programs were also arranged.

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<sup>2</sup> Membership underwent slight changes in the period. By August 2022, the team consisted of 8 members with 5 Jesuits and 3 lay collaborators.

### **III. Culture of Positivity and Collaboration**

Based on spiritual conversation among participants conducted in the First Province Assembly, the following 15 elements of our new/renewed culture of positivity and collaboration grouped under four broad categories were consolidated:

#### **A. “Ignatian Spirituality”, “Reflection”, “Gratitude”**

1. Ignatian Spirituality is a key component of our culture. We need to deepen it, such as by further familiarizing ourselves with the Examen, Discernment and the Spiritual Exercises.
2. Reflection and self-awareness.
3. See people and things with gratitude and appreciation.

#### **B. “Journey”, “Openness”, “Magis”, “Vulnerability”, “safety”, “Learning”**

4. Mindset of “a journey”, a process, an emerging self, a growth mindset, with inner freedom based on a deep faith in the truth, goodness, beauty, and love of God.
5. Openness towards affairs to allow for creativity, and towards people to allow for acceptance and growth.
6. *Magis* in the sense of generosity, audacity and depth, but not in the sense of perfectionism, careerism or clericalism.
7. Individuals are willing to expose their vulnerability, and the community is able to provide a safe environment, so that people are not defensive, but instead can share their true feelings, place themselves in others’ hands, and feel at home with each other.
8. Celebration of both successes and failures, including contemplating and learning from our mistakes.

#### **C. “Common Humanity”, “Hospitality”, “Empathic listening”, “Constructive Criticism”, “Collaboration”**

9. Strong sense of Connectedness in a common humanity, such as appreciating the lights and shadows in other people as well as in one’s own self, seeing the love and divinity that God has placed in everyone. This is also a basis for respect.
10. Caring for companions who are of different faiths or non-faith, being hospitable to others and willing to invest oneself in others.
11. Empathic listening with humility.
12. Empathic & Constructive Criticism that lets one engage in authentic & sincere communication, brings out different perspectives, and embodies compassion.
13. Willingness to collaborate even when one sees differences by being prepared to believe in the “possibility” for commonality in the midst of plurality. This will also give rise to respect and is a pre-condition for having a shared purpose.

#### **D. “God’s Mission”, “Playfulness”**

14. Seeing the missions as God’s Mission for the collaborators, Jesuits and non-Jesuits.
15. A balance between playfulness and business.

## **IV. Mission and Context**

To develop the Apostolic Plan for our Province, it was pertinent that we (a) revisited the mission of the Society of which we are a part, and (b) analyzed our local context.

Regarding (a), the Universal Apostolic Preference 2019 – 2029 (UAPs) are the key guiding light. In fact, our PAP will cover a period up to 2029 so as to align with the duration of the UAPs. However, we have also paid attention to other items related to the Society's mission including the Formula of the Society and the theme of the Ignatian Year.

Regarding (b), we conducted a Province-wide SWOT analysis as an exercise to gain a more concrete grasp of our situation. After rounds of exchanges, a myriad of factors were proposed by commissions and communities. These were first consolidated into 20 key factors and then, based on participants' feedback, further shortlisted to 10 as follows:

### *Strengths*

- The precious heritage of Ignatian spirituality
- A sense of growing collaboration
- The regional and worldwide network

### *Weaknesses*

- Lack of manpower
- Lack of farsighted comprehensive plans
- Insufficient communication and cooperation

### *Opportunities*

- An increasing need for spiritual services
- Internet technologies and applications

### *Threats*

- Facing complex outer situations and uncertainty
- Our Catholic faith being marginalized by society

Besides the SWOT analysis, we also made reference to considerations of the China Mission and our 2017 Province Renewal Plan “Moving Together to a New Horizon” (Appendix 1).

## **V. Vision and Priorities**

In the interim period between the First and the Second Assemblies, the mission of the Society was revisited and the context of our Province was analyzed as detailed in the last section. The Second Assembly was then devoted to formulating the Vision of the PAP. After arriving at a consensus for the Vision, drafts of the Priorities under the Vision were also developed. Subsequent to the Assembly, the Priorities were refined and confirmed. They are presented below:

### *Vision Statement*

“Inspired by Ignatian spirituality and in creative collaboration, we, Jesuits and Companions in Mission, aspire to journey with all, especially the youth and the deprived, towards reconciliation and a future filled with hope and joy.”

### *Priorities*

1. Sharing our gift of Ignatian Spirituality creatively with the broader community including people of non-faith.
2. Formation of Jesuits, partners, potential collaborators, and young people for Mission.
3. Journeying with our Youth and the Deprived, and learning from each other.
4. Fostering positive and creative Collaboration *ad intra* and *ad extra*.
5. Working towards reconciliation and healing for a future filled with the hope and joy of the Gospel.

## VI. Goals and Actions – Principles and Rationale

To realize the five Priorities of the PAP Vision, concrete Goals and Actions needed to be developed. To guide their formulation and selection, principles and a rationale appropriate to the Province had to be developed. Based on the overall context of the Province, the nature of an Apostolic Plan at the Province level as distinguished from one for individual Units<sup>3</sup>, and spiritual conversation undertaken by Commissions and Communities on their apostolic plan before the Third Assembly, the following considerations, principles, and rationale became the basis for formulating and selecting the Goals and Actions for the PAP:

### *Together...*

The reports of Commissions and Communities demonstrate the rich variety of services and programs, many of which are finely tailored (some creatively) to needs intimately felt and passionately undertaken by Jesuits and lay partners of different Units. The Apostolic Plan at the Province level should not duplicate the excellent efforts of individual Units but rather further enable and empower them in the spirit of the *magis*. Here we do notice that there are things that can be more conveniently and appropriately done at the Province level. In fact, the PAP is not a simple gluing together of individual Unit plans. Rather, in its very nature, the PAP should focus on how to make the most of the strength of our belonging together to a single Province, including the engendering of collaboration, synergy, communication, alignment, coordination, economies of scale and scope, etc.

### *Journeying...*

Strategic planning is driven by vision, mission, and priorities and goes through a process of creative yet rational, context-based formulation. According to Fr. David Coghlan S.J., it is also about “relationships”<sup>4</sup>. How proficient are we with this increasingly important exercise, especially given the variety of our Apostolic Works and the complex and rapidly changing context of our Province? We maintain that there is much to be learnt. Thus, for the PAP now being drawn up, we are inclined to be *focused* than to be comprehensive, and to cherish the *formative* value of the process for our people and our Institutes over insistence on faultless implementation and perfect outcomes.

Some common tensions are associated with strategic planning. They include e.g. a top-down approach vs. a bottom-up approach, time and energy demanded by current service needs vs. building up capacity and competence for long-term service needs, etc. Such tensions will be particularly intense if we do not have a lot of experience of planning and cross-team collaboration. So, one approach we have especially looked into is creation of platforms for cross-team conversation and discernment before committing to more concrete actions.

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<sup>3</sup> Individual Commissions, Apostolic Works, and Jesuit Communities.

<sup>4</sup> Fr. David Coghlan, SJ “Strategic Planning as an Instrument for Renewal” in *Review of Ignatian Spirituality*, Vol. XXVII – 3 No. 83 (1996), pp.25-34.



## **VII. Goals and Actions**

Based on the principles and rationale explained in the last section, a draft of the concrete Goals and Actions for the PAP was considered by participants in the Third Province Assembly through spiritual conversation and other means of feedback during as well as subsequent to the gathering. The process resulted in the following set of 12 Goals and 23 Action items:

### **Priority 1: Sharing our gift of Ignatian Spirituality creatively with the broader community including people of non-faith**

*Goal 1.1* Develop capacity to support sharing of Ignatian Spirituality with a broader community

*Action 1.1.1* Formation of a Working Group<sup>5</sup> of about 6 members [led by the Ignatian Spirituality Commission, with others from relevant “Units” (Commissions, Apostolic Works, Jesuit Communities)] to:

- i. Survey the current status (strengths, weaknesses, potentials, needs);
- ii. Formulate strategic plans accordingly in aspects such as people<sup>6</sup>, materials<sup>7</sup>, program designs<sup>8</sup>, wider sharing<sup>9</sup>;
- iii. Submit the final proposal within 2 years<sup>10</sup>.

*Goal 1.2* Establish the culture of the Ignatian Examen and Spiritual Conversation:

*Action 1.2.1* All Units are to apply these Ignatian assets to appropriate our unique identity towards greater inner freedom for collaboration and wider horizons in formation of our people, policies and programs.

*Action 1.2.2* Individuals and units with relevant expertise are to connect with local churches and provide formation in spiritual conversation.

### **Priority 2: Formation of Jesuits, partners, potential collaborators, and young people for Mission**

*Goal 2.1* Develop a more systematic approach to formation in the Province to enhance authenticity, relevance and sustainability of our ministries.

*Action 2.1.1* Macro-level: Formation of a working group of about 6 members from relevant Units to develop a generic framework<sup>11</sup>. The ambit includes

- i. Developing a set of expected attributes of, and corresponding formation programs for, lay partners on the one hand and Jesuits on the other<sup>12</sup>.

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<sup>5</sup> Membership of this and other Working Groups proposed in this document will be appointed by the Provincial after confirmation of this PAP.

<sup>6</sup> Such as identification and formation.

<sup>7</sup> Gathering of existing and developing new ones e.g. books, videos, manuals, etc.

<sup>8</sup> Especially adaptation of programs to the needs and contexts of different Units.

<sup>9</sup> Such as social media, newsletters, conferences.

<sup>10</sup> Counting from the time of appointment. Periodic progress updates could also be provided where appropriate. This footnote applies to other Working Groups too.

<sup>11</sup> A generic framework could be developed at the Province level and individual Units will adapt for adoption based on their context and stage of development.

<sup>12</sup> For lay partners, the emphasis might be on Ignatian spirituality and Jesuit way of proceeding and how they might relate to their service, as well as management and leadership approach. For Jesuits, the emphasis might be

- ii. Suggesting possible strategies for succession planning<sup>13</sup>.
- iii. Submitting the proposal within 2 years.

*Action 2.1.2* Micro-level: All Units are invited to

- i. Review their current approach to formation, and succession planning where applicable;
- ii. Formulate plans appropriate to their context to address the issues identified.

*Goal 2.2* Identify and nurture new blood to sustain and further our Mission

*Action 2.2.1* Promotion of Jesuit vocations: Vocation Directors are to dialogue with individual Apostolic Works on how each might support the effort in ways appropriate to their context<sup>14</sup>.

*Action 2.2.2* For identification of potential lay collaborators, it is suggested the leaders of Apostolic Works review their approach to networking and recruitment.

### **Priority 3: Journeying with our Youth and the Deprived, and learning from each other**

*Goal 3.1* Establish platforms to facilitate information sharing, learning, as well as incubation and discernment of new service programs with respect to Youth and the Deprived.

*Action 3.1.1* Formation of a working group of about 6 members (led by the Province Commission for Youth Ministry, with members from other relevant Units) to review strengths and opportunities in accompanying young people, including their formation, and propose programs accordingly.

- i. Submit the final proposal within 2 years.

*Action 3.1.2* Formation of a working group of about 6 members (led by the Social Service Commission/Team, with members from other relevant Units) to review strengths and opportunities in accompanying the Deprived and propose programs accordingly.

- i. Submit the final proposal within 2 years.

*Goal 3.2* All Apostolic Works to have channels at different levels for listening, dialogue and journeying together.

*Action 3.2.1* All Apostolic Works are to review their status and formulate plans for the future at different levels, where appropriate:

- i. Operation level (programs, policies and people readiness)
- ii. Consultative bodies
- iii. Governing bodies (such as: Boards)

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on how they could have more meaningful and productive collaboration with lay partners in an organization with a secular governance structure.

<sup>13</sup> Not so much the micro- aspect of “who” will succeed “whom” as creation of conditions favorable to nurturing and identifying potential future leaders.

<sup>14</sup> Nearly all Apostolic Works would like more Jesuits. It is assumed that they will also be willing to help in vocation promotion. However, it might be important to be creative yet sensitive.

**Priority 4: Fostering positivity and creative collaboration *ad intra* and *ad extra***

**Goal 4.1 Foster a culture of positivity and collaboration<sup>15</sup>**

*Action 4.1.1* All Units to continue nurturing the new culture of positivity and collaboration based on the fruit of the First Assembly (“15-point document”), all along acknowledging and reflecting on experiences of gratitude and challenge.

*Action 4.1.2* All Units to promote the practice of spiritual conversation and the spirit of synodality.

*Action 4.1.3* Encourage Units to organize projects that foster multidimensional collaboration across and/or within the four regions in the Province, involving (a) several priorities in this PAP, (b) different service areas and units, and/or (c) significant Jesuit-lay partnership. If appropriate and needed, the Province can provide administrative and financial support.

**Goal 4.2 Review governance.**

*Action 4.2.1* Establish a Commission on Ministries based on the recommendation of GC35<sup>16</sup>.

*Action 4.2.2* All Units to develop awareness, skills and routine practice of planning in the spirit of “*Strategic planning is about relationships*”<sup>17</sup> and following through<sup>18</sup>.

*Action 4.2.3* Review the current structure and operation of the Province with special focus on the quality of collaboration.

**Goal 4.3 Strengthen collaboration with JCAP**

*Action 4.3.1* Support the 10 Targets of *Cura Apostolica* according to the capacity of the Province.

**Goal 4.4 Provide channels for better sharing and collaboration.**

*Action 4.4.1* Invite the Communication Office to develop a platform for regular sharing of items of common interest to the members of the Province to enhance awareness and interests towards the people, the work of Units and the Province as a whole, progress and stories of the implementation of the PAP and through this, to foster a greater sense of community within the Province.

*Action 4.4.2* To organize periodic gatherings to share experiences, challenges and lessons in our PAP journey.

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<sup>15</sup> This is also related to Goal 1.2.

<sup>16</sup> “The Commission on Ministries (NC 260 #1) be an effective instrument for apostolic planning and its review, especially as this relates to established works and ministries of the Province, the creation of new apostolic works, and the ongoing formation of collaborators.” (GC35 5, 28(d))

<sup>17</sup> Fr. David Coghlan, SJ “Strategic Planning as an Instrument for Renewal” in *Review of Ignatian Spirituality*, Vol. XXVII – 3 No. 83 (1996), pp.25-34. An inspiration from this statement is that plans enable different members and units to work as a coordinated whole with foresight, thus, *connecting* a) different members and units and b) the present with the future.

<sup>18</sup> The full cycle has been depicted by some as P-I-M-E or planning-implementation-monitoring-evaluation.

**Priority 5: Working towards reconciliation and healing for a future filled with the hope and joy of the Gospel**

*Goal 5.1* Formulate strategies towards healing and reconciliation in the Chinese Province

*Action 5.1.1* Formation of a Working Group of about 6 members on Reconciliation and Ecology (led by the Intellectual Apostolate, with members from other relevant Units) to

- i. Research the current situation of society in the four regions of the Chinese Province (and their relationships<sup>19</sup>) and determine the more urgent needs;
- ii. Develop language that resonates with both Catholics and non-Catholics in the Chinese Province;
- iii. Submit the final proposal within 2 years.

*Goal 5.2* Use social media/other means to circulate the ideas and practice of ecological living, and stories of reconciliation around the world.

*Action 5.2.1* This is to be achieved through Action 4.4.1.

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<sup>19</sup> The diversity across the 4 regions of Mainland-HK-Macau-Taiwan in the Province might be a case for study/experimentation on the theme of unity in plurality.

## **VIII. Follow-up Reviews and PAP Update**

The current PAP is both a plan for action as well as a plan for further discernment. In particular, the PAP includes the formation of Working Groups which are expected to carry out studies and conversations so as to provide recommendations within two years. It is likely that the recommendations, along with the experience of the Units' implementation of actions in the initial years of the PAP, will yield insights on how the PAP Vision and Priorities can be better served in subsequent years. Thus, it is expected that the PAP will be updated after two years for its next stage of implementation. Accordingly, the follow-up measures below are planned:

1. By the end of December 2023 at the latest, the newly formed Working Groups will submit a progress report on their work so far. The final report with recommendations are expected by the end of July 2024. Apart from the formal reports, a Province gathering, either physical or virtual, tentatively scheduled for the summer of 2023 will also be arranged for the Working Groups and other relevant Units to share their progress.
2. For actions to be undertaken by individual Units, the existing line and mechanism of coordination/monitoring by relevant coordinating/overseeing entities/authorities such as Commission Chairs will apply. Individual Units should incorporate relevant parts of the PAP into their Unit plans in the next few months and conduct an interim review of their implementation of the PAP by the end of July 2024<sup>20</sup> through reflection and spiritual conversation upon their experience as supported by pertinent qualitative and/or quantitative data. The Units' reports of the interim review should be submitted to their respective coordinating/overseeing authorities/Chairs who will then provide a consolidated summary of the reports of the different units under their purview as well as their own reflection report<sup>21</sup> to Father Provincial by the end of September 2024.
3. Jesuit Communities are also expected to conduct reflection on how the PAP has impacted community life, culture, and other pertinent matters, such as the development of Jesuits in the community, and submit reports to Father Provincial.
4. All (a) Working Group reports/recommendations, (b) Overseeing authority (such as Commission) summaries and reflection reports as well as (c) Jesuit Community reflection reports will be considered by a PAP Team formed and led by Father Provincial. This Team will propose updates and refinements to the PAP where appropriate by November 2024 for consultation and finalization.
5. An overall evaluation of the whole PAP should be completed within 2029. Planning for the evaluation should start at the latest by 2028.
6. To share experience of the implementation and to enhance the spirit of the whole Province being together on the PAP journey, Units, Commissions, Communities and/or Working Groups will all be invited to share their stories on the Province's communication channels throughout the PAP period. These channels will be enhanced in due course to cater for this need.

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<sup>20</sup> The timing of the reviews and reporting can be earlier if this fits better with the timing of the Unit's own planning and evaluation cycle.

<sup>21</sup> For example, if a Commission oversees/coordinates several units, then a Commission-level reflection report upon the experiences of the different units it oversees/coordinates should be submitted to Father Provincial.

**Table 1: Summary of Follow-up Actions and Reviews**

<b>Time</b>	<b>Action</b>	<b>Responsible persons</b>
2022 September/ October	Formation of Working Groups	Father Provincial and PAP Team
2022 December <sup>22</sup>	Units to incorporate the PAP into their own Unit Plans especially Action items specified to be undertaken by Units in Section 7.	Work Directors, Commission Chairs, Superiors
2023 July/August	Sharing at Province Gathering (either physical or virtual)	Working Group Chairs, relevant Work Directors
2023 December	Submission of Working Group Interim Reports	Working Group Chairs
2024 July	Submission of Working Group Final Reports	Working Group Chairs
2024 July	Submission of Interim Review of actions undertaken by Units to coordinating/overseeing authorities (e.g. Commission Chairs)	Work Directors
2024 September	Submission of coordinating / overseeing level (e.g. Commission-level) summaries and reflection reports to Father Provincial	Coordinating/ overseeing authorities (e.g. Commission Chairs)
2024 September	Submission of Jesuit Community reflection reports to Father Provincial	Community Superiors
2024 November	Proposed updates on the PAP based on reports received	Father Provincial and PAP Team
2028/2029	Overall evaluation of PAP	Father Provincial and PAP Team

<sup>22</sup> If the December 2022 deadline is too early, then the earliest opportunity thereafter but no later than July 2023.

## **IX. Conclusion**

This document marks the end of an important stage of our Apostolic Planning process when the overall approach and framework as well as some key initiatives have been confirmed. We have experienced the presence of the Holy Spirit who has guided us in our prayers, personal reflection, spiritual conversation, and group discussion throughout the journey. The Plan as it stands now is both surprising and familiar and would not have been possible without God working in our midst. For this, we feel a deep sense of gratitude.

Moving on to the next stage of implementation and further discernment, we are excited, but we also anticipate challenges and uncertainties. As such, we feel a special resonance with the theme of GC36 – “Rowing into the deep”. To navigate our way forward, we shall continue to let ourselves be guided by the Holy Spirit both in Her *fruits* as enumerated in this document including the Culture of Positivity and Collaboration, the Vision, Priorities, Goals, Actions and Follow-up Reviews, as well as in Her *way* of letting us experience Her presence in our spirituality of listening and discernment.

This listening and discerning, and rowing into the deep are, however, always in tension. On the one hand, we are to be at ease in continuing what we have been doing in our own areas and habitual contributions in the apostolates, trusting in the Lord without worrying about tomorrow. On the other hand, the Lord is mentoring us to be conscientious in calculating all the resources we have in achieving what we have planned. In our context, this means to be attentive to others for the possibility of greater synergy and collaboration among the four regions of the Province without falling into the prey of complacency in our own comfort zone.

The map has been laid out, and the targets are shown. The next step, as the Chinese proverb suggests, is making the first step for the thousand-mile journey ahead. 千里之行，始於足下！

## **Appendix 1: Moving Together to a New Horizon (1 January 2017)**

### **Vision**

In the context of promoting our mission of faith that does justice, we want to become sacraments and effective instruments of God's consolation and compassion in our world, discerning and working together with our partners and collaborators to build a more sustainable, inclusive and healthy society.

### **Road Map**

- 1) the renewal of our Jesuit life and community living through the practice of Ignatian discernment and a commitment to a simpler life-style;
- 2) the strengthening of relationships among the regions in our Province, the Ignatian characteristics of our apostolates and institutions, greater commitment of our communities and institutions to "Reconciliation and Justice", and collaborative relationships among our spirituality centers and among our parishes;
- 3) the consolidation and enhancement of our governance structure;
- 4) the creation of a greater synergy from the collaboration among Jesuits, as well as with our partners.

### **The Renewal Plan includes four fields:**

#### **1. Deepening and Renewal of our Jesuit Identity and Community Living**

##### *1) Community Life*

a) to renew: i) communities through regular practice of spiritual conversation and discernment; ii) communities with a simpler life-style, iii) relationships among ours for more authentic companionship, and iv) our choice for the location of our residence/accommodation in order to be closer to the poor and the people in need;

b) to acquire in-depth understanding of geriatric psychology, i.e., gerontology, so as to design Jesuit communities that bring out the life and vitality in our aged Jesuits, while tapping their wisdom for our young Jesuits and other young people.

##### *2) Formation*

a) to deepen the formation of our men-in-formation, with emphasis on developing the whole person, their intellectual depth, their capacity for Jesuit ministries and spiritual leadership, and their joyful collaboration with others;

b) to have annual ongoing-formation action plans for our formed Jesuits.

#### **2. Mission**

- 3) To develop and support the various kinds of apostolates in the mainland China; and to strengthen the mutual relationship between HK-MAC-TW and the mainland China.



4) To strengthen:

- a) youth and family ministries in the different regions by facilitating exchange of resources and experiences;
- b) the process of “*Ignatianization*”, the depth and apostolic foci of our educational and intellectual institutes so that they can respond more effectively to our Province priorities, namely, Youth and Family; Ignatian Spirituality; Social Justice. It is all about **Evangelization**, carried out in the context of **Cooperation**.
- c) the commitment of our communities and institutions to reconciliation and justice in the areas of social inequality, integral ecology and our concern for the people-on-the-move, i.e., migrants and displaced people.

5) To further integrate:

- a) the three Ignatian Spirituality Centers in order to work more closely for the formation of spiritual directors, staff and young Jesuits;
- b) the mission of all the Jesuit parishes in Taiwan with an animating pastoral team.

### 3. Governance

6) Consolidation of our communities:

- a) to increase the cooperation among HFC-TEC-Hsinchu for further integration in the coming three years;
- b) to reduce the number of our communities in Taiwan;
- c) to take concrete steps forward in order to enhance solidarity and collaboration between Macau and Hong Kong communities (and possibly GZ after that).

7) To establish a Province Commission consisting of some convenors/delegates of apostolates and lay collaborator(s) so as to animate and accompany the various units of our Province along the renewal process.

8) To incorporate lay leadership in the governance and decision-making processes of the Province.

### 4. Collaboration for Mission

9) To create greater synergy among the different units and apostolates for the promotion of our mission, for example, by creating a platform for directors and senior assistants so as to create and establish intra and inter-domain (cross boundary) collaboration for the implementation of Province priorities.

10) To deepen Jesuit-Partner collaboration:

- a) to have a ‘hiring-for-mission’ training program in all our works;
- b) to continue the formation and accompaniment of lay-leaders in our institutions;
- c) to build a common Province Formation Program for the capacity building of the potential and actual members of the boards and apostolic management teams.