



Justice, Peace, and Integrity of Creation

International Structure and Strategic Plan

Society of the Sacred Heart
2020–2023

Approved by the Central Team on 17 July 2020

Being artisans of hope in our blessed and broken world
International JPIC Meeting, 2018

This International Strategic Plan for Justice, Peace, and Integrity of Creation (JPIC), approved by the Central Team on 17th July 2020, has the following sections and their corresponding page numbers.

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WHY do we work for JPIC as One Body?

To be One Body which loves, practices and gives witness to justice, peace, and integrity of creation at all levels of our life and mission.

2016 General Chapter

Our Statement of JPIC Commitment, which we articulated during the 2018 International JPIC Meeting in the Philippines and which is the Preamble of *Being Artisans of Hope in Our Blessed and Broken World* (p. 2-3), expresses concretely why and how we are called to “love, practice, and give witness” to JPIC as One Body.

Our world is at an historic paradoxical moment. It holds new possibilities while it is also wrought with inequality, suffering, and violence. As such, we are citizens of a world that is both broken and blessed. We feel profoundly the cry of the poor and the pain of the earth. We desire to participate in the care of “our common home” – working against injustices, constructing peaceful interrelationships, and protecting the earth.

As family of the Sacred Heart, we are called to respond “as One Body,” drawing from our charism and mission as educators. This means growing in a shared vision that allows us to understand the complexity of the political, economic, and social systems that confront us; increasing awareness of how we ourselves may be complicit in injustice; and deepening practices rooted in an integral ecology.

Contemplation of the pierced Heart of Jesus in the heart of wounded humanity impels us to be in solidarity with the displaced and excluded; to defend the victims of abuse of power; and to commit ourselves to search for systemic changes.

Care for relationships is at the root of our tradition. We want to develop this tradition in new, more profound ways. Today, we are more sensitive to the importance of interrelationships, and so we would like to strengthen collaboration with other groups equally committed to justice, peace, and integrity of creation. We recognize, as well, the urgency to enliven collaboration among ourselves and with the entire Sacred Heart family. This unity gives us more energy and creativity to transform unjust structures.

While we seek the transformation of systems and structures, we also recognize the significance of our day-to-day gestures of care for the earth, others and one another. These experiences help to humanize the social fabric which, in turn, allows us to move towards global transformation. As such we, therefore, see JPIC as a way of life and feel called to discern and transform our way of being and doing.

We believe this is also an opportune moment to link our on-the-ground educative efforts with the work of the UN-NGO Office in order to respond concretely to the above challenges and to achieve global impact.

In sum, trusting in the Creator Spirit that continues transforming the world, our commitment to JPIC impels us toward Being Artisans of Hope in our Blessed and Broken World in the contexts where we live and serve.

HOW will we work together for JPIC as One Body?

Our JPIC journey is an artisanal work in progress, and the art of weaving is a particularly suitable metaphor for this stage of our shared history. Weaving involves two threads, one horizontal and the other vertical. While we are called to collaborate across lines and frontiers, we also know our work is guided and inspired by the Spirit. Our broken, suffering world is bound together by fragile threads that, together with others, we can strengthen. (Being Artisans of Hope, p. 7)

Over the years, we have been building networks. However, “networks are only the beginning.”¹ Unless our networks grow into “communities of practice,” they cannot become systems of influence.

Thus these next three years (2020-2023) our artisanal JPIC work will focus on forming, supporting, and strengthening
TRANSFORMATIVE COMMUNITIES OF PRACTICE
within and among the Family of the Sacred Heart.

“Communities of practice” are “groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.”²

Our shared passion is JPIC, and we have identified four imperatives (Being Artisans of Hope pp. 8-21):

1. Washing one another’s feet: an invitation to critically reflect on JPIC and our relationships of power.
2. Transforming and being transformed: advocacy that begins with soul-searching honesty.
3. Caring for our common home.
4. Welcoming people on the move: walking with those who seek refuge and hope for a better future.

We will invite the Family of the Sacred Heart to actively create transformative communities of practice (TCoPs) along the lines of the four imperatives. It is important to mention that these TCoPs do not preclude current regional efforts and existing networks. Rather, this is an encouragement to all Sacred Heart groups and

¹ Wheatley, M. & Frieze, D. (2015). *Lifecycle of emergence: Using emergence to take social innovation to scale*. Accessed from <https://margaretwheatley.com/wp-content/uploads/2014/12/KosmosJournal-WheatleyFrieze-SS15.pdf>

² Wenger-Trayner, E. & Wenger-Trayner, B. (2015). *Introduction to communities of practice: A brief overview of the concept and its uses*. Accessed from <https://wenger-trayner.com/introduction-to-communities-of-practice/>

networks to go further, so that we will be able to act concretely on what we say in the conclusion of our JPIC Document:

Now, more than ever, we are conscious of the urgency not only to take action where we are, but also to speak out and give witness to JPIC together. As RSCJ and members of the Sacred Heart family, we commit to taking deliberate steps to collaborate with one another and with other groups that share our vision and values for justice, peace, and integrity of creation. (Being Artisans of Hope, p. 25)

TRANSFORMATIVE COMMUNITIES OF PRACTICE

A strategy to weave an ecosystem that will embody our desire to be “artisans of hope in our blessed and broken world”

Weaving is a significant image for describing our mission of JPIC. It is used to designate who we are and how we want to be as Family of the Sacred Heart living our JPIC mission as artisans of hope. The image of weaving appears on every page of our document, *Being Artisans of Hope in Our Blessed and Broken World*.

Weaving is also used in the language of reimagining organizations as ecosystems. We read in the new organizational language of ecosystems that others are also engaged in this work of hope. For example, Global Change Leaders seek “to weave a global community of Change Leaders who are collaborating to create learning ecosystems that empower every young person to live for the greater good.”³

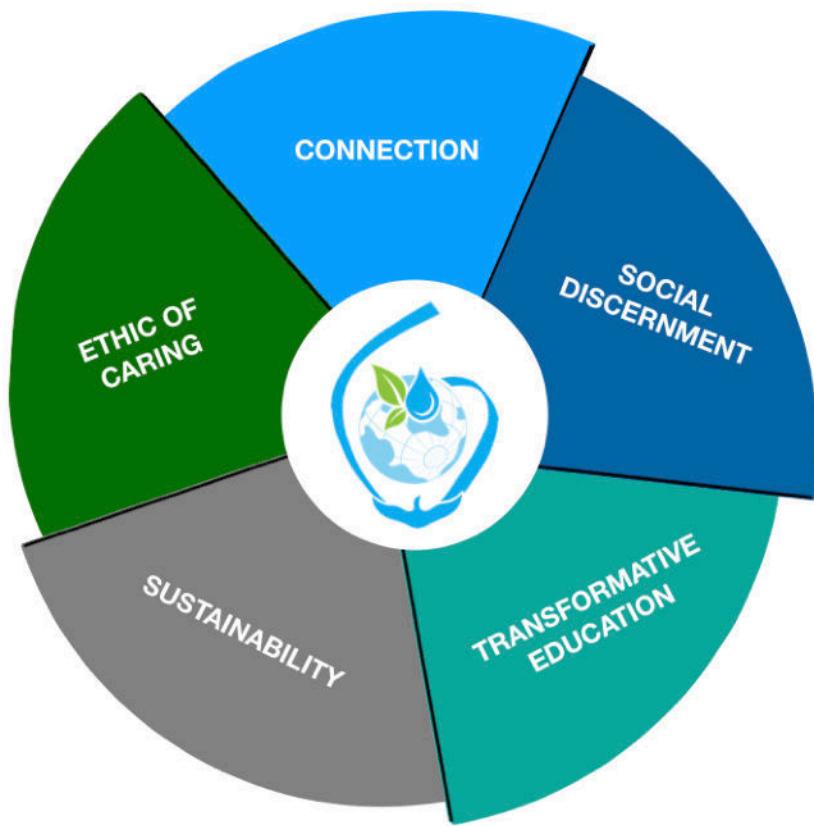
We hear the call to transition from building networks⁴ to weaving ecosystems through imperative-based transformative communities of practice (TCoP). This will be done through “dialogue, co-designing and creating the conditions for group self-empowerment, [by which] the organization or community itself explores ways of manifesting systemic sustainability.⁵

³ The explicit mission of Global Change Leaders, cited by D.C. Wahl in “Weaving” — 21st Century Servant Leadership for Systemic Health: Reflections on the Ashoka ‘Global Change Leaders’ gathering to promote transformative innovation in education (1 of 4). Accessed from <https://medium.com/@designforsustainability/weaving-21st-century-servant-leadership-for-systemic-health-dfc4eeb02e5>

⁴ In *Lifecycle of emergence: Using emergence to take social innovation to scale* [accessed from <https://margaretwheatley.com/wp-content/uploads/2014/12/KosmosJournal-WheatleyFrieze-SS15.pdf>] Wheatley, M. & Frieze, D. (2015) remind us that: “Networks are only the beginning.” Unless our networks grow into “communities of practice,” they cannot become systems of influence.

⁵ Laszlo, K.C. (2012). From systems thinking to systems being: The embodiment of evolutionary leadership. *Journal of Organizational Transformation & Social Change*, 9:2, 95-108. Accessed from https://www.tandfonline.com/doi/abs/10.1386/jots.9.2.95_1

In preparing the action plans, we have identified five central practices that will help us transition from building networks to weaving ecosystems while addressing the four JPIC imperatives. The five practices are:



- **Connection:** This practice is about the way we are linked in JPIC — our links on the ground, the transformative communities of practice, our collaboration with other networks and involvement with global campaigns. It relates to the concept of integral ecology and the indicators which we include in our plans of action. Disturbance of any form of connection affects the ecosystem of right relationships.
- **Social Discernment:** This is about reading the signs of the times, discerning together how this fits into the overall mission of the Society, how we strengthen our experience of Being One Body through our process of contemplative dialogue; how we learn to give the best of ourselves to the mission; how we build a culture of care; how we take initiatives and also take risks.
- **Ethic of Caring:** This constitutes our basis of hope especially when we are living a time of great uncertainty, like this experience of the Covid-19 pandemic. We strive to be an encouraging presence in the world and, at the same time, take a prophetic position in both announcing and denouncing about issues of justice. In collaboration with the family of the Sacred Heart, we embrace the teaching of *Laudato Si'* which embodies the ethic of caring in its entirety.

- **Transformative Education:** As RSCJ and Family of the Sacred Heart we are called to do justice with the heart of an educator. Our mission has always been expressed through the means of education in which potentiality, growth, fulfilment and spirituality have been central. Our commitment to the principles of *Laudato Si'* is a vital part of the mission of education and a key expression of collaboration with others.
- **Sustainability:** This is a practice which has two perspectives. One is about the sustainability of our own mission and that of the wider society. It includes the Sustainable Development Goals, efforts for climate justice, listening to the wisdom of indigenous people, collaboration and networking with others. A second meaning of this practice is about effective succession planning of our roles in each area of Giving Witness.

These Five Practices draw inspiration from *Being Artisans of Hope in Our Blessed and Broken World*. Each TCoP will be invited to use these five practices as the common approach of the One Body to our JPIC endeavors at every level. The practices will also serve as criteria for evaluation of the work of each TCoP.

PILOT TESTING: THREE PROTOTYPES

Before fully implementing this JPIC strategy across the Family of the Sacred Heart, pilot testing, through three different prototypes, will be conducted from September 2020 to May 2021.

Aims:

- To demonstrate how TCoPs can operate as a learning group for the benefit of the whole Society and the Family of the Sacred Heart
- To bring local experiences to the international Society
- To invite participation
- To develop leadership
- To encourage inter-generational conversation
- To stimulate active involvement of RSCJ and lay colleagues
- To add to and deepen the discourse on this subject for the Society and enable new possibilities to emerge

Outcome:

To offer a written report on the “shared direction” and the process of the TCoP on specific JPIC Imperatives (*Being Artisans of Hope*) in preparation for the Special Chapter 2021.

Benefit to the Society:

- A serious reflection and plan of action will be developed from the grassroots experience of one section of the Society.
- The model may be useful for further adaptation in other parts of the Society.
- This pilot experience will expose the strengths and weaknesses of this approach.
- This pilot action based on Transformative Communities of Practice will be documented and offered as a potential model for new ways of organising ourselves before the Special Chapter 2021.
- It could be used as an organizational model.

Prototype 1:

Invite a Transformative Community of Practice to pilot and develop a shared direction forward based on Imperative #1 of Being Artisans of Hope: “Washing One Another’s Feet: An invitation to reflect on JPIC and our relationship of power”

1. Invite a pilot TCoP from the **ASIANZ region** via Zoom. The invitation will outline the aims of the exercise and will invite intergenerational participation.
2. Provide initial guidelines for the process when the group/s have formed.

The TCoP group will:

3. Decide its own leadership roles, (having received formation, guidelines and accompaniment from the International JPIC Team).
4. Define its methods of accountability and communication and propose a budget.
5. Organize ways of sharing information, allocating tasks, planning a timeline and identifying/applying measures of success.
6. Evaluate and document the process towards May 2021, with feedback loops in October 2020, January 2021, and April 2021.

(The JPIC International Team will provide resource services as needed.)

Prototype 2:

Invite RSCJ and members of the Family of the Sacred Heart from two regions of the Society to form a TCoP to work together on the imperative, People on the Move.

1. Invite members to this TCoP according to their expertise and direct involvement with the Imperative “People on the Move.” They will represent the **regions of Europe and Africa**; and their membership in this “test” TCoP is meant to be representative, not comprehensive of how the Society and Family of the Sacred Heart address the imperative. However, the TCoP will find ways to reach beyond themselves and be of service on this imperative to all members of the One Body.
2. An initial virtual meeting of the TCoP will be with the JPIC International Team who will present the JPIC International strategic plan. The International JPIC Team will listen and be open to the responses of the TCoP about how they see themselves participating in this plan.
3. The TCoP meets at regular, mutually agreed upon times. It simultaneously builds itself as a TCoP as it creates a strategic plan of action and weaves the Five Practices into the pursuit of the imperative, People on the Move. The timeframe, process and actions will be generated by the TCoP, with the goal the Special Chapter in mind.
4. Resource persons will be invited to the virtual meetings, as needed. One member of the JPIC International Team is part of the TCoP and the entire JPIC International Team will be attentive to the ways in which the TCoP needs support. The emerging JPIC Learning Hub will be a major support platform for meeting and providing what is needed.
5. Periodic feedback loops, preferably three times (October 2020, January 2021, April 2021), will be asked of the TCoP. Feedback loops will measure the work and impel it forward according to the Five Practices of connection, social discernment, ethic of caring, transformative education, and sustainability.
6. In May 2021, after reflection and evaluation, a report will be presented as our shared contribution to the preparation for Special Chapter 2021.

Prototype 3:

Invite an organized Region to form a Transformative Community of Practice on an imperative of their choice.

Invite the **Philippine Duchesne Region**, which has a well-organized animating team to form a TCoP on an imperative of their choice.

1. Meet with the Animating Team of the Philippine Duchesne Region. Present the JPIC international strategic plan and invite them to participate in the pilot-testing of Prototype 3. Listen to their response and be open to how they see themselves participating in this plan.
2. We can imagine that the JPIC International Team will be invited to present our strategic plan to the region, and then invite them to participate in prototyping a new way of organizing our JPIC efforts.
3. How they will embody the Five Practices and weave these into the pursuit of the imperative of their choice, as well as the time frame and the process that they will go through, will depend on the response of the Region.
4. The JPIC International Team will provide the support that they may need.
5. Periodic feedback loops, preferably three times (October 2020, January 2021, April 2021), will be asked of them.
6. In May 2021, after reflection and evaluation, a report will be presented as our shared contribution to the preparation for Special Chapter 2021.

SUMMARY MATRIX OF THE THREE PROTOTYPES

Prototype Elements	Prototype 1	Prototype 2	Prototype 3
Model	A defined region, with a defined imperative	Across two regions, with a defined imperative	A defined region, and they will choose their imperative
Initial Meeting	Initial Zoom meetings for each of the prototypes will be done by the JPIC International Team in September 2020.		
Ongoing Work	Each TCoP determines its way of proceeding.		
Feedback Loops	Each TCoP will determine its evaluation mechanism. Each TCoP will have a feedback-dialogue with the JPIC International Team in October 2020, January 2021, and April 2021.		

WHO will participate in JPIC endeavors as One Body?

All of us will participate in loving, practicing, giving witness to JPIC as One Body:

Coming together as the international family of the Sacred Heart heightens our awareness of a common goal for transformation in favor of justice for those living in poverty and those rejected by the world.... We are aware that, while our work with others happens in local contexts, we are also global citizens.... We are becoming more and more conscious that our involvement at the grassroots level contributes to transforming systems with national or global reach. (Being Artisans of Hope, p. 13)

As the following graphic illustrates, our participation in JPIC endeavors will, therefore, be at different, but interacting, levels.

Most of our JPIC engagements are done at the **local** level. A number of us pursue **inter-provincial** and/or **regional** initiatives. We also have existing **networks** and we **collaborate with other groups**. Interwoven into all these is **prayer and reflection**.

For the next three years (2020-2023), we will weave all these efforts together through **Imperative-Based Transformative Communities of Practice**.

To do all this, we will have the following structures: JPIC International Team, which is composed of the JPIC International Coordinator, the UN-NGO Representative, and the JPIC Learning Hub Coordinator; Local, Regional, and Network Links; and, Imperative-Based Animating Teams.



WHAT programs and activities will we engage in collaboratively as One Body?

Being Artisans of Hope in Our Blessed and Broken World, in the section entitled “Giving Witness to JPIC as Artisans of Hope” (pp. 22-23), identifies three commitments at the international level:

1. *Coordinate the international JPIC efforts along the lines of shared regional concerns and or/or the emergent JPIC themes and intuitions, and to do so in coordination with existing international commissions and networks of the Society of the Sacred Heart.*
2. *Strengthen advocacy efforts and consolidate on-the-ground efforts into a more global response through the UN-NGO Office.*
3. *Create a “JPIC Resource Center” to facilitate communication, networking, and exchange of resources (e.g., personnel, materials, modules, funds, JPIC database, website, processes and workshops, etc.)*

Through these international structures and activities, we hope to synergize our efforts and put our collective power at the service of JPIC in order to give a stronger voice to our message of hope.

The International JPIC Team will spearhead these programs and activities. While working together as a team and as a TCoP, each member of the International JPIC Team oversees an international program/activity:

International JPIC Team Member	International JPIC Program
1. International JPIC Coordinator	Coordinate international JPIC efforts... and to do so in coordination with existing international commissions and networks....
2. UN-NGO Representative	Strengthen advocacy efforts and consolidate on-the-ground efforts... through the UN-NGO Office.
3. JPIC Learning Hub Coordinator	Create an “Information and Learning Center” that would facilitate communication, networking, and exchange of resources....

The following pages outline how each of these International JPIC Commitments will embody the Five Practices and implement *Being Artisans of Hope*.

Giving Witness #1: JPIC International Office

Coordinate international JPIC efforts along the lines of shared regional concerns and/or the emergent JPIC themes and intuitions, and do so in coordination with existing international commissions and networks of the Society of the Sacred Heart.

The JPIC International office aims to

- Coordinate JPIC actions throughout the provinces and regions that will support local action, empower leadership, and strengthen responsibility at the grassroots of the Society.
- Develop the imperatives of the JPIC document, *Artisans of Hope*, according to experience and new insights of RSCJ and Family of the Sacred Heart.
- Collaborate with other networks in many forms.

The Five Practices which have been identified for integrating the methodology for the strategic plan are concretised in Giving Witness #1 in this way:

1. Connection

- Participating in self-selected transformative communities of practice (TCoPs)
- Collaborating with other commissions and networks of the Society and beyond the Society
- Connecting and collaborating with the international offices of JPIC, UN-NGO, JPIC Learning Hub

2. Social Discernment

- Developing means to strengthen the One Body of the Society's mission.
- Centring all conversation, information-gathering and sharing in the context of the Society's charism and spirituality
- Challenging people to seek new possibilities
- Taking initiatives and risks in order to come to a shared direction forward
- Learning the skills of Contemplative Dialogue as foundation of positive action

3. Ethic of caring

- Using TCoPs to encourage hope in our world especially with attention to relationships of power
- “Taking a prophetic position in both ‘denouncing’ and ‘announcing’ about issues” (General Chapter 2016, p. 25)

4. Transformative Education

- Searching for points of potential, personal growth, and deepening of spirituality
- Collaborating and networking with others who are striving to change past and current relationships of power
- As “educators for justice,” demanding an unequivocal examination of our own relationships of power before taking an educative role in the situation of others

- As TCoPs, developing learning systems that are not prescribed or pre-planned for them
- Emerging leadership which has a firm understanding of the intention of the JPIC imperatives

5. Sustainability

- Development of leadership and organisational skills as members of TCoPs
- Raising awareness of several of the Sustainable Development Goals of the UN
- Using *Laudato Si'* to help with the question of life after Covid-19

Giving Witness #2: UN-NGO Office

Advocacy and Education in Service of our JPIC Mission

The UN-NGO Office aims to strengthen our advocacy efforts by serving to consolidate on-the-ground educative efforts into more global responses. It will do so by striving to embody the Five Practices in the following ways:

1. Connection

With the assistance of the technologies offered by the JPIC Learning Hub:

- Ensure a two-way flow of information and communication between the members of the Society and Family of the Sacred Heart on the ground and the UN system

2. Social Discernment

The meaning of social discernment⁶ used here refers to decision-making power-in-common. In other words, that a whole group discerns action together, following a process guided by our Sacred Heart charism, spirituality, mission, JPIC intention, and the four JPIC imperatives found in “Being Artisans of Hope in Our Blessed and Broken World”.

- Collaborate with members of the Society and Family of the Sacred Heart to decide global responses in relation to the four JPIC imperatives that is guided by our Sacred Heart charism, spirituality, mission and JPIC intention
- Ensure that representation and participation of the Society of the Sacred Heart in discussions and processes at the UN is consistent with the global responses developed in common

⁶ The definition of social discernment is further explained by the Jesuits in Ireland, Partners in Mission, “Lesson 13: Corporate and Social Discernment”, <https://www.educatemagis.org/wp-content/uploads/2017/01/Lesson-13-Corporate-and-Social-Discernment.pdf>.

3. Ethic of Caring

Care-action is the fruit of the See-Judge-Act model of JPIC. It is the core of being an ethical person and the aim of ethical practice. Care-action witnesses publicly to the congruity between that which we say we value, and our actual actions.

- Ensure that our global advocacy efforts are consistent with the aspirations expressed in the JPIC document, *Being Artisans of Hope in Our Blessed and Broken World*
- Offer opportunities to members of the Society and Family of the Sacred Heart, especially young people, to practice care-action at the global level

4. Transformative Education

Our service of education is a work of justice. It calls us to educate for the transformation of unjust systems; in order help humanize the world.

- Promote participation of the Society of the Sacred Heart in transformative education at the global level, by using the UN advocacy platforms that are available to civil society

5. Sustainability

Sustainability at the UN-NGO will be developed in three ways: 1) as a faith-based perspective on economy, 2) as a relationship of reciprocity between the UN-NGO and those at the grassroots, as well as with other members of the International JPIC Team, and 3) as a way of preparing future generations for JPIC leadership at the UN-NGO.

- Offer a faith-based perspective to the work of sustainability in discussions at the UN, based on the charism, spirituality, mission and JPIC intention of the Society of the Sacred Heart
- Reciprocity with other members of the International JPIC Team, as well as other appropriate international services, committees, commissions of the Society, and international bodies within the Family of the Sacred Heart
- Ensure the sustainability of the UN-NGO Office as an integral service for the mission of the Society of the Sacred Heart

Giving Witness #3: JPIC Learning Hub

JPIC Information and Learning Center

Technologies in the service of Justice, Peace, and Integrity of Creation

The JPIC Learning Hub aims to be an Information and Learning Center that will support the Family of the Sacred Heart in its commitment

- to be “Artisans of Hope in Our Blessed and Broken World” (IDENTITY)
- by facilitating the flow of information among us and making available technologies that are in the service of justice, peace, and integrity of creation⁷ (INFORMATION), and
- inviting conversations⁸ and providing learning platforms for our imperative-based transformative communities of practice (RELATIONSHIPS).⁹

What is a learning hub?

A learning hub is a technology-rich learning environment with both physical and virtual components that provide formal and informal opportunities for learners to come together with peers... and other experts in their field.¹⁰

The JPIC Learning Hub will strive to embody the Five Practices in the following way:

1. Connection

- Facilitating the flow of JPIC-related information among the members of the Family of the Sacred Heart, and making available technologies that are in the service of justice, peace, and integrity of creation

⁷ “We are moving from conveying information on black and white and linear language (e.g., print format) to multimedia and interactive means that convey emotions and create experiences through sound, images, movement, and participation.... We face the enormous challenge to bridge the gap between our technological intelligence with our socio-cultural and ethical intelligence in order to use our technologies for the greater good.” Laszlo, C. K. (2012). “From systems thinking to systems being: The embodiment of evolutionary leadership,” *Journal of Organizational Transformation & Social Change*, 9:2, p. 99.

⁸ “One relatively simple way of accomplishing this connection between head and heart, transitioning from systems thinking to systems feeling, is to learn the practice of conversation.” *Ibid.*

⁹ Wheatley, M.J. & Kellner-Roger, M. (1996) identify three important elements in self-organizing organizations: Identity, Information, Relationships. In “Self-organization: The irresistible future of organizing,” *Strategy & Leadership*. Accessed through <https://www.margaretwheatley.com/articles/irresistiblefuture.html>.

¹⁰ Selinger, M. (2013). *Learning hubs: Where learning takes place in a digital world*. Cisco Internet Business Solutions Group (IBSG). Accessed from https://www.cisco.com/c/dam/en_us/about/ac79/docs/ps/Learning-Hubs.pdf

- Providing updates about JPIC endeavors of the Society of the Sacred Heart
 - ▶ Transformative communities of practice
 - ▶ UN-NGO Office
 - ▶ JPIC International
 - ▶ Society networks
 - ▶ Local and regional efforts

2. Social Discernment

- Providing a virtual place for sharing JPIC experiences, reflections, prayer and liturgies, and JPIC resources

3. Ethic of Caring

- Being a nerve center communication and rapid response, especially in cases and situations of crises and disasters
- Offering a clearinghouse for collaboration, solidarity, and volunteer work across the Family of the Sacred Heart

4. Transformative Education

- Inviting conversations and providing learning platforms for our imperative-based Transformative Communities of Practice
- Creating learning spaces and making available modules and webinars for ongoing training and updating in the different JPIC themes and imperatives

5. Sustainability

- Ensuring the storage and retrieval of information (knowledge, skills, values) related to JPIC
- Coordinating with other bodies in the Society of the Sacred Heart so that together we can facilitate the sharing of resources

The JPIC Learning Hub envisions to implement a two-pronged approach in order to achieve these goals:

1. Virtual Space: Creation and maintenance of the JPIC Learning Hub website, using more updated web design and learning platforms
2. Support for mobile and online training teams: the JPIC International Team, or the TCoPs trainings and webinars

WHEN and WHERE will we implement this International Strategic Plan?

This International Strategic Plan is meant to be a roadmap that is open, flexible, and responsive to situations and challenges that may arise. While the path will become clearer at each step of the way, we also have this time frame and calendar of activities to guide us in the process.

July 2020	Approval of the JPIC International Strategic Plan by the Central Team	
September 2020	Meeting with the participants of the JPIC International Meeting, and with the Province & Regional Links	Virtual Meeting via Zoom - by regions
	Designing and setting up of the website of the JPIC Learning Hub	In cooperation with CEDC- Stuart Center
	Launching of the Three Prototypes	Virtual Meeting via Zoom
	Meeting with Network Links and other international commissions	Virtual Meeting via Zoom
October 2020	Feedback Loop 1 for each of the prototypes	
December 2020	Launching of the website of the JPIC Learning Hub	
January 2021	Feedback Loop 2 for each of the prototypes	
April 2021	Feedback Loop 3 for each of the prototypes	
May 2021	Evaluation and Planning in light of the findings from the pilot testing of the three prototypes	
	Preparation and submission of the written report in preparation for Special Chapter 2021	
January 2022	Midpoint Evaluation and Planning in light of SC2021	

Conclusion

This JPIC International Strategic Plan closes in the same way that the JPIC Document, *Being Artisans of Hope in Our Blessed and Broken World*, ends:

*This document... does not represent a conclusion, but rather another new beginning where we now give life to the imperatives in the next phase of the JPIC journey.... Together, with hope and in *Cor Unum*, we shall write the next pages of this JPIC story.*

(*Being Artisans of Hope*, p. 25)

As we continue to live the calls of the 2016 General Chapter, we are hopeful that together, as transformative communities of practice, we will be able:

to reach new frontiers....

to make a contribution so that more people will be able to live humanly....

to create silence that empowers us to live our values of compassion-relationship-transformation....

to be and act as One Body that loves, practices, and gives witness to JPIC.

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