

PROJECT
NEW MODELS
OF **ANIMATION,**
GOVERNANCE AND
MANAGEMENT



Marist Institute





Marist Brothers - FMS
General House Rome
www.champagnat.org
International Commission of New Models

2 April 2014

New wine in new wineskins

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With Mary,
go in haste to a new land!

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Introduction

The call of the XXI General Chapter; “With Mary, go in haste to a new land” has given birth to many life processes in the various regions of the Institute and has helped us to look at the heart of the Marist Charism, its vitality, internationality and interculturality, the situation of children, adolescents and young people on the 5 continents. This and more offers us new wine. What wineskin will we need for it?

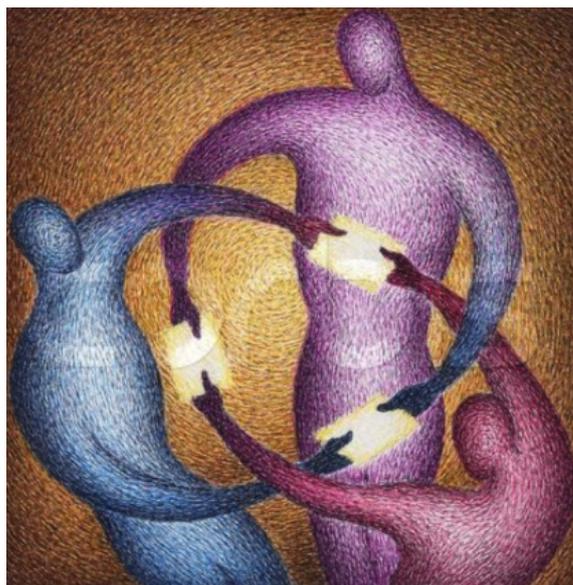
Brother Emili and the General Council have launched the project of “New Models of Animation, Government and Management” so that the whole Institute can take part in the current analysis and dream about and throw light on the new age for the Marist charism.

In response to this call, the launching of this project took place in the General House from 10 to 15 February at the meeting of the International Commission composed of the following persons: Brs Gabriel Villa-Real – L’Hermitage, Michael Green – Australia, Víctor Preciado – General Council, and João Carlos do Prado and Miguel Ángel E. Barrera – Secretariat of Mission. There was also a support team, the “PROJECT TEAM” made up of Mr José María Sanz – Ibérica, Br Carlos Alberto Rojas – Norandina, Mr Peter McNamara – Australia, and a team from the consultancy firm “A.T. KEARNEY”: Mr Lucas Olivari – Dubai, Mr Francesco Fusco Girard – Rome, and Mr Jos Leijnse – Netherlands.

They worked on the knowledge, analysis and evaluation of the following topics: Brothers and lay communion, Animation, Government and Management, as well as the revision of the processes and drawing up of the proposal of methodology and, finally, the planning of the regional meetings.

During the morning of the last day, there was a period of dialogue and reflection with Br Emili and the members of the General Council, with exchange about the project and the processes. The sharing was very fruitful and encouraging.

Now we are inviting you to participate actively in this process which will survey the life and words of all the regions of the Institute, opening ways to a new beginning for the Marist charism in the different contexts and situations.



What's it about?

The project entitled New Models of Animation, Governance and Management is a Marist strategy to enable the institute to respond to the contemporary needs and calls of Marist life and mission.



Animation

- The act, process, or result of imparting life, interest, spirit, motion, or activity.
- All the activities performed in responding to the calls of the Marist life and mission (eg. solidarity, evangelization, spirituality...)



Governance

- Governance is the act of governing ...
- ... It relates to decisions that define expectations, grant power, or verify performance ...
- ... and consists mainly in decision-making



Management

- Management is the act of coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively.
- Management comprises planning, organizing, staffing, leading or directing an organization

Why this Project?



- It is a recommendation from the XXI General Chapter, which asked the General Government: “to encourage at all levels structures of animation, co-ordination and government which prompt the vitality of the Institute and its mission.”
- It is part of the General Plan of the Government 2009-2017
- There are urgent challenges which must be faced in the Institute.
- Many Provinces and Districts are developing processes to respond to the new challenges in Marist life and mission. The exchange of these experiences can mutually enrich us.

History

The discussion and construction of new models of animation, government and management have been part of the life of the Institute in recent years; given the great changes in the world, the Church and the Institute itself, this subject has taken on a broader scope.

Campinas, Brazil - 16-18 November 2006



- Interamerican Meeting of Management
- “Management Model of a Marist Institution”

Guatemala, 11-14 February 2009



- Management at the Service of Mission Now and in the Future
- All the Administrative Units were invited

XXI General Chapter

- To encourage at all levels structures of animation,
- Co-ordination and government which prompt the vitality of the Institute in its mission.



Support for the Project





International Commission

Br. Gabriel Villa-Réal (L'Hermitage), Br. Víctor Preciado (Councillor General); Br. João Carlos do Prado (Secretariat of Mission); Br. Michael Green (Australia); Br. John Klein (USA till September 2013); Mr. Marco A. B. Cândido (Brasil Centro-Sul).



Project Team and Secretariat of Mission

Br. Miguel A. Espinosa, Mr. José María Sanz, Br. Alberto Rojas, Mr. Peter McNamara, Br. João Carlos do Prado



Project Manager Office

A.T. KEARNEY
Mr. Luca Olivari and Mr. Francesco Fusco

Questions to address

- How does the Marist Institute want to be perceived in the world and in local communities?
- Where is our presence most urgent with the children and young people?
- What is the place and the role of the laity in the Institute and the specific contribution of the brothers in the mission?
- What are the expansion vectors of the apostolic fronts of the Marist Institute?
- What are the main long term challenges that must be overcome by the Institute?
- What kind of models can contribute to greater participation and co-responsibility among AU and with GA?

Project scope

To ensure the development and sustainability of the Marist life and mission by proposing and implementing principles, guidelines and possible models of Animation Governance and Management for the General Administration and Administrative Units.

The scope of the project considers 4 DIFFERENT DIMENSIONS

- Evangelization and presence among the children and young people
- Co-responsibility and complementary presence of lay people and brothers;
- Internationality;
- Animation, Governance and management at the Administrative Units and General Administration levels.

Project basic scheme

Present situation

Communication
Planning
Infrastructure

Diagnosis of
current context

Discussion and approval
with key leadership

Implementation

Strategic alignment
and expected
outputs

Future situation

Design of principles and
alternative models

Design a road map to
implement the princi-
ples and models

Change Management

- Main people involved: General Superior, General Council, International Commission, Provinces/Districts, Secretariats...

Calendar

Phases	2013			2014												2015					
	Jul - Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
Communication																					
Project Planning and PMO setup																					
Strategic alignment and expected outputs																					
Diagnosis of current context																					
Design of alternative models																					
Discussion and approval																					
Design a road map to implement the new models																					
Implementation																					

The regional meetings are planned for the following dates:

- **Arco Norte:** 5-8 April 2014, Mexico City (Mexico)
- **Brazil and Cono Sur:** 28 April – 1 May 2014, Santiago (Chile)
- **Africa:** 23 – 26 July 2014, Nairobi (Kenya)
- **Oceania:** 22-24 August 2014, Mittagong (Australia)
- **Europe:** 15 -17 October 2014, Rome (General House)
- **Asia:** 27 - 29 October 2014, Bangkok (Thailand)

In addition to these meetings, the “Project Team” will visit some Provinces and Districts, to make contact with their situations and leading persons.

Participation

Participation of key leadership:

- Presentation at the General Conference: September 2013
- Presentation at the Provincial Bursars' Meeting: October 2013

Regional Meetings - April to October 2014:

- To ensure the participation of the Administrative Units leadership in the project.
- To understand the processes of animation, governance and management of the Administrative Units.

Key processes:

- II Marist International Mission Assembly
- Constitutions revision
- Other processes

Participation:

- If anyone wishes to make a contribution or suggestion, it can be sent to the e-mail address: newmodels@fms.it



Support for the Project

A.T. Kearney is a global team of insightful, collaborative experts that nurtures its people to deliver to its clients creative, meaningful and, above all, sustainable results:

- Combining global insights with local expertise;
- With 55 offices in 38 countries in all of the continents;
- Takes pride in conducting business with integrity and rigorous adherence to the highest ethical standards;
- Experience in education services, religious institutions and large transformation programs;
- Adequate team.

ATKearney