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MARIST PRESENCE IN THE WORLD page 64
This issue of FMS Message focusses on the Strategic Plan of the General Administration covering initiatives related to the animation, leadership and governance of the Institute and implementing the calls made by the XXII General Chapter. We have witnessed the demanding work of the General Council, along with a number of groups and leaders from all regions of the Institute, trying to discover ways forward to achieve what God wants the Marists of Champagnat to be and do.

The construction of the House of Our Lady of the Hermitage, as an image of the Marist journey from 1817 (the start of the Institute) to 1825 (the inauguration of the Mother House), is the backdrop to the General Council’s plan. The water of the Gier, which flows down from the hills around La Valla, past the Hermitage and empties into the Rhône, is a metaphor of the Marist community, a global family, that wants to live by the charism of Champagnat in “all the dioceses of the world”.

The magazine is divided into three parts. In the first, Br Luis Carlos, Vicar General, highlights the basis of the governance plan: leadership that is prophetic and service-oriented. Then, members of the Council take up the various recommendations of the Chapter concerning governance style. These directives serve as foundational for the Strategic Plan which was approved in September 2018 – the actual text appears in the second chapter. The third chapter presents the structure of the General Administration that will assist the Council carry out the plan with its strategic initiatives.

The Chapter slogan, “Journeying together as a Global Family”, contains the three elements that act like a set of gears to move us forward to 2025: journeying together, as a family, one that is global. They form the inner framework of the 18 projects that the General Council has prioritised until 2025.
Walking together
to bring to life the calls from God
for all Marists of Champagnat

Br. Ernesto Sánchez Barba, Superior General

The General Administration’s Strategic Plan for Animation, Leadership and Government is intended to be a structured and coordinated means of helping us move forward as a General Administration in implementing the calls and suggestions of the XXII General Chapter. This plan is the fruit of the efforts of the General Council and the Secretariats in dialogue with the Provinces and Districts of the Institute. It is the tool we have chosen to fulfill Statute 525.4 as approved by the General Chapter: “Brother Superior General, with his Council, after consultation and discernment, defines the strategic direction for the life and mission of the Institute, as the response to the call of the Spirit, to the needs of the Institute and to the orientations of the General Chapter.”

In March 2018 we conducted a first consultation with the Administrative Units. The replies received served as the starting point for our further work and reflection. In June of that year, we worked on fleshing out the plan and a draft of it was sent to Provinces and Districts at the end of the next month. In September 2018, in the light of comments received, we made some amendments and set about putting the finishing touches to the Strategic Plan. The XXII General Chapter has been our principal point of reference all along the way as can be seen reflected over and over in the programs, projects and initiatives.

In regard to the planning process and method, besides the Coordinating Team of Brothers Luis Carlos Gutierrez, Oscar Martín and Ben Consigli, we were able to rely on the helpful advice of Br. Gabriel Villa-Réal (Province of l’Hermitage), who acted as the facilitator. We thank them all for their great help and leadership.
PROJECTS AND INITIATIVES
The Plan begins with a Vision statement and then follow the 3 main global programs. Each Program is presented in terms of projects and initiatives. The programs, projects and initiatives will be launched progressively and in a coordinated fashion over the next three years. Adjustments will be made as needed along the way as the Plan is implemented.

We believe that it is of capital importance that we unite our efforts and energy with what Provinces and Districts are already doing or intend doing, in order to be able to generate real synergy in putting these projects and initiatives into practice. In March 2019, during the meeting of Provincials and District Superiors, we dedicated a good amount of time to get to know and dialogue about the Plan, that has been very well received.

MARY, OUR GOOD MOTHER, IS WALKING ALONGSIDE US
It is also important to remember that in the process of accomplishing any project, plan or initiative, good planning and organisation are not enough. Each one of us has an indispensable and key role. Hence the words taken from our Chapter document are used to conclude this Strategic Plan: “We know that plans and strategies are not sufficient. We are called to conversion, both personal and collective. As Marists, we must be true disciples, and our communities must be beacons of light and the Marian face of the Church in the midst of the world” (XXII General Chapter).

As a General Administration we are still feeling our way and learning a lot. We want to join and serve you in bringing to life the calls from God discerned at the General Chapter for all Marists of Champagnat. We take courage from knowing that Mary, our Good Mother, is walking alongside us and that “this is her work” as Marcellin said so frequently.
A process of co-creation

Essentially, the development of a Strategic Plan involves a process of co-creation, a dynamic process that is not exhausted with its publication, and an exercise that requires a balance between staying close to home and having the breadth and perspective of a comprehensive vision. It should be an experience of co-responsibility as a starting point for building new ways of working together.

Two questions guided the reflections in this process, the same ones that directed the reflection and discernment of the 22nd General Chapter: What does God want us to be? What does God want us to do?

Here is the timeline in the development of the Plan:

**FEBRUARY 2018**
From February 19 to 23, the General Council and Secretariats devoted time to discovery and group reflection in a spirit of openness, to listening and discernment. It was the first in-depth listen to the calls and directions of the 22nd General Chapter.

**MARCH 2018**
The Provinces were invited to identify critical issues related to the five calls of the General Chapter, as well as to the five areas of Marist mission (the Brother’s vocation, mission, Marists of Champagnat, style of government, management and use of material goods). To look at our reality, so as to be clear regarding deficiencies, calls, urgent needs. To discern where we are and where we want to go.

The General Council brought all the submissions together in a 20-page document, which was the basis for prioritizing critical issues and identifying strategies.
A PROCESS OF CO-CREATION

JUNE and JULY 2018
In this stage of the process, the General Council and Secretariats were aware of a need to set priorities, given the many ideas, suggestions and insights that were submitted. The method chosen was intended to help discern where to focus on the urgent needs of the Institute. With rigor and creativity, they attempted to look to the future (which will not necessarily be like the past), to learn from history and surface new ideas.

This phase consisted of three basic steps:

- **Defining the Vision.** What are our dreams for the Institute? Our hopes? Where do we want to go? How far do we want to go?
  We begin with the identified critical issues and from the lessons of Marist history: Which elements have been keys for stability and growth and what have been recurrent themes that show the causes of instability?

- **Analyzing Strengths, Weaknesses, Threats and Opportunities,** in relation with the calls and the areas for action steps identified by the 22nd General Chapter.

- **Prioritizing Strategies.** Three criteria helped us to discern: urgent needs, impact on the vision, and feasibility. At the same time, the prioritized strategies will have to respond to the “critical issues” that were identified.

  At the end of this phase, an outline began to emerge of the Plan’s programs, projects and initiatives.

  The work accomplished was used by the General Council to develop a draft of the strategic plan. In July 2018 the proposal was sent to the Administrative Units for their opinions and suggestions.

SEPTEMBER 2018
After studying the suggestions submitted, certain adjustments were made to the Plan. Finally, the prioritized strategies were summarized in three large programs that evoke the calls of the 22nd General Chapter: Let us walk together (mission: journey, move on, educate, grow ...), as a global (networks and global body: relationships, connections, bridge-building, co-responsibility) family (Marist life: identity, community, vocation, spirituality).

  Within these three areas, 18 PROJETOs were created, each with different dynamics that the superior general, his council, the secretariats and the departments of the general administration will implement.

  From September 9-14, the secretariats began to organize and develop the initiatives needed to begin the PROJETOs.
We lead the Institute with a prophetic, servant form of leadership. For us, leadership is an ongoing process, evidenced by a conscious choice to "serve and be the first to serve". Such leadership leads us to:

- Create community and develop relationships. This means giving space to growing, developing empathy, fostering mutual trust, valuing people.
- Live and lead with a transcendent awareness. This means integrating faith and life, serving like Jesus, in the style of Mary.
- Nourish our vision. This involves deepening the values that sustain us, committing ourselves with passion, praying for one another and together.

Br. Ernesto Sánchez, Superior General, and General Council
- Communicate. This means setting up networks, looking for feedback, prioritizing transparency, creating spaces for sharing and times for relaxing together.
- Be flexible and adaptable. This means fostering constant evaluation, renovating spaces for more teamwork, delegating, reflecting and discerning at depth.
- Engage with local realities, keep in touch with them, putting a face to situations, acknowledging and celebrating life.
For this, we seek to grow in the following qualities: service, joy, simplicity, respect, compassion and integrity.
Along with these, we give pride of place to: accompaniment, team-building, innovation, dialogue.
1. **Marists: prophetic servant-leadership**

Prophetic servant-leadership is at the center of the style of government and animation recommended by the XXII General Chapter. This style of leadership invites us to consciously live our service, in any situation, with the passion, vision and purpose that our commitment to Marist life and mission claims or demands, in the reality of today’s world and, in particular, with children and young people. It encourages us to assume responsibly our role in the transformation of concrete reality or in the dream of the utopia of the Kingdom. It stimulates us, not to sit around with folded arms, but to take an active, leading part in small and large gestures which change the world, those which quietly shine a torch on life, or those with the strength or intensity to inspire many others. We take seriously this responsibility, which God, life, our vocation, the Church and the world place on us.

**SEED OF THE KINGDOM**

In each field in which we carry out our apostolic action or live our personal or community life, we sow hope, good sense, intuition and we search as a community so that the seed of the Kingdom grows, and the truth of each person reflects the dream of God. Our leadership as Marists grows in the small details which define...
us, those which show our authentic way of being, creating an open door for others, a continuous and innovative path of questions and answers, a path with tradition and solidity, a presence full of a heart longing to teach, like Jesus the Master, the Teacher.

THE PROCESS OF LEADERSHIP
We accept this call to lead in a prophetic way and choose to serve. Prophecy has its root in fraternity. In contrast with other forms of leadership, we believe that leadership is constructed through fraternal relationships. We generate fraternity and a sense of community in the places and circumstances where we meet. In this way, we recognize Jesus who walked with his disciples, step by step at their level, constructing bridges and breaking down barriers. Prophecy challenges us everyday to be witnesses to a fraternity which brings together all men and women. Moreover, the washing of the feet reminds us that the Son of Man came to serve and not to be served. His attitude links up with all the gestures and actions of good will which are carried out with the humility of the servant and with the eloquence of the one who seeks the good of others over and above his own. His clarity makes demands on us. Because of this, it is prophetic and, at the same time, a spiritual journey in itself.

Without this perspective the strategic plan cannot be carried out adequately. In its construction and development there is a clear option for community and for collaborative work in the search for solutions through productive conversation. In the options that it contains, and in line with our impulsion towards fraternity, we seek to become close to children and young people – those near us and those farther away - to respond creatively, to offer alternative solutions and to be the presence of the living God through committed action. Through programs, PROJETOs and initiatives, we seek primarily to serve in various situations and in everyday life, like brothers in Christ, with hand outstretched and sleeves rolled up, a searching look, an open door, a table set, a soothing balm. Constructing a global family, we recognize our independence and common ethic which mutually commits us to making the Kingdom a reality. We seek to throw down the walls which keep us at a distance, to grow in fraternity, to serve at our frontiers, to offer courage and consolation, humbly recognizing our own humanity and limitation. We are not heroes, but servants. Each initiative commits us to seek the greatest good and to inspire others. In this way, we journey like brothers and sisters with the humanity and mercy that this broken world demands of us. Because, like Jesus and Mary, we have not come here to be served but first and foremost to serve.
2. Discerning for Abundant Life

The first eight years of the Institute, which inspire and inform our Strategic Plan, were times of momentous decisions: Father Champagnat’s bravely facing the founding of the first community, and his decision to live with the Brothers. Later, it was his welcoming new vocations and opening the first schools. And finally, of course, the decision to build a new house, the risky purchase of land, with the difficulties involved in securing the necessary loans, and the actual construction of the Hermitage. This series of historic decisions were made between 1817 and 1825, the year of the dedication of the Hermitage. They are all examples of the spirit of discernment to which the General Chapter is calling us now. The dynamic of the 22nd General Chapter was based on the questions of what God wants us to be and what God wants us to do today. These are questions that connect us with Champagnat and inspire our own discernment. Ultimately, what he did and what we are called to do, is to choose the will of God, for fidelity to the Gospel, and for life.
WE NEED TO DISCERN THE WHERE, THE HOW AND THE WHEN

Marcellin, seduced by Jesus, saw life and chose life. This is how he acted at the bedside of the young Jean Baptiste, on sharing a home with the Brothers, when he sent the first catechists to the villages, and when facing the difficulties of building the Hermitage, bravely trusting in listening to and obeying God. Nowadays we can approach discernment in a variety of ways, but if we desire to build that global family that lives an integral spirituality and that is passionately committed to the mission of serving those on the margins of society, we need to discern the where, the how and the when of doing it... and with whom.

This is an important challenge to governing and animating the Institute with an understanding, as Joan Chittister writes, that “God’s will for us is what we fully accomplish with what we have been given”. Will we be able to change obsolete structures that we maintain because “we’ve always done it that way”? Will we open our hearts to new ways of praying and placing our lives in God’s hands, so as to reflect God’s endless mercy? Will we succeed in forming communities that are obvious and attractive models of brotherhood? Will we change the style and location of our houses, if that is what God is inspiring us to do? Will we take bold steps toward a more inclusive educational style, in schools that are more in solidarity, in places that are closer to the poor?

LORD, WHAT DO YOU WISH US TO BE? WHAT DO YOU WISH US TO DO?

We desire an ongoing dynamic of discernment so we can be attentive to the God of life, the God of abundant life who awaits us today in the twists and turns of this emerging world and its new citizens. A God with a human face, eyes, hands, skin color and smile, who becomes the basic model of our discernment. And before this God, alive and incarnate, we always ask ourselves, as did Mary and Champagnat: Lord, what do you wish us to be? What do you wish us to do?
3. We need leaders for the charism

We have entered the new stage of the Marist charism. This new age will be evident in a number of ways: the growing spread of Marist mission into other parts of the world, especially in Africa and Asia; the initiative, leadership and organization of lay Marists, men and women, as well as new expressions of living and commitment to the Marist charism; a more prophetic, transcendent and inspiring presence of the Brothers and a new way of fulfilling the mission in view of the realities of children and youth, and the accompaniment of lay men and women; a greater sense of the global family and the interdependence of the various levels of the Institute; the growing leadership of young Marists; greater responsibility for Marist life and mission between brothers and laity; truly listening to the poor; the interpretation of Marist identity for today’s world; a greater understanding and interchange among the various Marist realities.

On the other hand, we are invited to leave behind many things. For example, in fewer than 10 years we will no longer be able to continue our presence in many countries and localities. But this doesn’t mean that the charism will not continue to be present.

FOR A NEW BEGINNING, WE BELIEVE IN GOVERNANCE THAT FAVOURS PROPHETIC SERVANT LEADERSHIP AND CLOSELY ACCOMPANIES MARIST LIFE AND MISSION.

22nd General Chapter
CREATIVITY AND INNOVATION
THE LORD IS OFFERING US
Even if the aging and reduced numbers of Brothers in many places, and decisions made regarding institutions and ministries might make one think that we will not have a presence in those places, if we look at it from another angle, we see that, if we prepare the laity and youth well, the charism will continue being present in these places, though not in the same way we now know.
So we must open our hearts and minds to the light of creativity and innovation the Lord is offering us.

COMMUNION AND CO-RESPONSIBILITY
Our greatest challenge is to pledge and participate in adequate ways to form and accompany, with the goal of developing the best there is within each of us and put it in service to the common good. We are all invited to realize that our leadership for today’s world is only possible by means of communion, co-responsibility, dialogue, transparency, humility, trust, mutual respect and devotion to serving others. The Marist charism will continue to touch the hearts of many generations to come if we allow the leader inside each of us to emerge and open ourselves to the good things the Spirit continues to call forth. May Mary and Marcellin inspire us. “Do not be afraid.”
4. **Government Structures that are transparent, uncomplicated, effective**

**FOR A NEW BEGINNING, WE BELIEVE IN GOVERNANCE THAT PUTS IN PLACE GOVERNANCE STRUCTURES THAT ARE TRANSPARENT, SIMPLE, EFFICIENT AND FLEXIBLE.**

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**Br. Josep Maria Soteras, Councillor General**

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**The new beginning we are being called to affects all facets, from the most essential to the marginal, and so also to the structures we have been given for the service of life and mission.** — a Marist life which now is not exclusively for the Brothers and which urges us to discover the meaning of our vocation beyond its basic requirements; a mission which never ceases to grow, even when the number of Brothers is slowly diminishing.

This transformation for a new beginning signals changes to the existing structures, including letting go of what is obsolete, and the creation of others, which up till now had been unimaginable. This cannot be accomplished without keeping in mind the context of the new age which is already here and affects everything. Seen from this perspective, the Chapter desired to encourage some new structures of government based on transparency, simplicity, effectiveness and flexibility. All these traits are consistent with the emerging world, but will only achieve their evangelical richness if they are, at
the same time, embodied in prophetic form, that is, with a certain countercultural weight.

This changing world is ambivalent. What emerges is ambiguous and nothing is absolutely good or bad. In this context, discernment becomes essential. Otherwise, banality becomes the common currency, be it to hold on mindlessly to tradition, or to naively foster novelty for the sake of novelty. In the post-truthfulness world, words can become traps and, more than ever, mere instruments of manipulation.

Obviously, nobody would be in favor of structures that are obscure, complicated, inefficient and rigid. This list of opposites, matched with the previous traits, can serve to clarify an idea, but is also somewhat misleading ... positive trait is in opposition to a negative one. An example will illustrate this. Everything changes if instead of “transparency” (positive), we use “exhibitionism” (negative); and substitute “obscurity” (negative) for “discretion” (positive). Applied to all the traits, what are we left with? With structures that are “exhibitionist, simplistic, over-productive and verbose”, or with traits that “respectful discrete, deal with diversity, provide time with people and strongly unify”?

Aware then of reality, one surely must support transparent structures that respect discretion; are simple, but which serve the multiplicity of who we are and what we do; effective as well, so as not to lose sight of each individual person; and finally, flexible enough to allow the long-lasting stability of the Marist charism and mission for this future that is dawning.

Obviously, each of these four attributes would deserve its own presentation, but this is not the place for that. May this introduction serve to instill in us a reflective attitude that flees from the trite, and is not seduced by “dishonest” or “rigged” terminology at the service of obscure interests. Building suitable structures will require of us a sincerity that goes beyond appearances, and great generosity, especially to detach ourselves from our personal and collective “ego”. At the “beginnings”, it is easy to reach agreement. Let us come down to earth. The Strategic Plan is a means to do so.
5. WHAT CHILDREN AND YOUNG PEOPLE ARE CALLING US TO

FOR A NEW BEGINNING, WE BELIEVE IN GOVERNANCE THAT IS RESPONSIVE TO EMERGING CALLS FROM CHILDREN AND YOUNG PEOPLE ON THE PERIPHERIES AND FOSTERS THE CARE OF OUR COMMON HOME.

22nd General Chapter

THE VISION THAT EMERGED IN THE CALLS OF GENERAL CHAPTER HAS BEEN THE FOCUS OF THE GENERAL COUNCIL AS WE HAVE DEVELOPED OUR STYLE OF GOVERNANCE.

The experience of listening to young people from various parts of the world at the General Chapter was influential in establishing the style of Governance of the current General Council.

Having young people present at the Chapter, talking to delegates and articulating their vision for the future had an impact on the outcomes of the Chapter. This was an experience of listening to young people and responding to their emerging calls. Being part of the Chapter
listening to those young people had an impact on the style of leadership.

A SPACE TO TALK ABOUT THEIR LIVES AND THEIR DREAMS
Preeminent in understanding what children and young people are calling us to is providing them a space to talk about their lives and their dreams for a better future. This is most important for those young people who live on the peripheries. We need to offer them an opportunity to express their opinions and share their lives. Those young people and children on the peripheries need a safe space where they feel listened to and their opinions valued. This means that those in leadership need to develop relationships with young people where the young people are respected, accepted and not judged. Being in communion with young people and children and accompanying them is central to understand what they are asking of us. It also means maintaining and strengthening healthy relationships with all young people but particularly those on the periphery.

This can be challenging for those in leadership in all levels. It means that our leadership has to be more flexible, adaptive and responsive to the needs of young people as they engage in a rapidly evolving world. Leadership offers young people empathy and trust. It also means being attuned to the reality of the lives of young people in their local areas. In doing so we can become more open to the work of the spirit in the world and hopefully nourish the faith the young people we relate with.

I believe that one theme that young people believe is most urgent is the “Care of our Common Home”. In listening to them we must realize how important this issue is for them as they look to their future.
6. Co-responsibility in the Governance

FOR A NEW BEGINNING, WE BELIEVE IN GOVERNANCE THAT PROMOTES INCLUSION AND GREATER CO-RESPONSIBILITY BETWEEN BROTHERS AND LAY MARISTS.

22nd General Chapter

The XXII General Chapter calls us to “journey together as global family”. Leadership at different levels has an important role in helping the members to live this ideal through the coming years.

At the present time, the Marist Mission in the world is carried out by about 3,000 Brothers and 72,000 Lay people. We cannot conceive of a mission carried out only by Brothers. Inclusion and co-responsibility between Brothers and Lay people are possible.

From the side of the Brothers, a more open mentality is required to welcome and include Lay people who are committed to Marist life and mission, to being part of this “Global Family”.

On the other hand, all the collaborators in the Marist mission
should be aware of the possibility of a deeper commitment to the Marist Charism. Nothing is imposed, some may remain at the level of work, others may wish to go deeper and live the Marist Charism.

**CO-RESPONSIBILITY AND COMMUNION**

Co-responsibility and eventually communion between Brothers and Lay people are possible if there is mutual trust and respect. The Brothers should trust the Lay collaborators and give them responsibilities in the mission. They should “let go” the image of a hierarchical model of the church and respect the lay people in their state of life, as we have the same dignity. On their side, lay collaborators who are asked to take on responsibility in the Marist mission should be trustworthy and therefore be honest, transparent and conscientious in fulfilling their duties. Brothers and lay people, we would need some process of formation to acquire these qualities. “We are called to conversion, both personal and collective” (XXII General Chapter) to be open to a genuine and sincere collaboration and co-responsibility.

**A NEW RELATIONSHIP**

One of the PROjETOs of the strategic planning is explicitly for this purpose: “A NEW RELATIONSHIP”: Establish programs of formation and accompaniment which fosters a mindset of co-responsibility and transparency. However, many other PROjETOs are also planned to help us let go of exclusivity and the culture of Egos so that we may journey together, collaborate, and act as global body.

As we move towards a new beginning, the leadership of the Institute is encouraged to consider Brothers and Lay people with the same dignity and worth in the sharing of responsibility in...
mission. The more we work together at deeper levels, the more successful we will be our mission: interdependence, rather than isolation and independence, must become the new normal for us as Marists (XXII General Chapter).

*Marists of Ibérica in Rosey*

*International Gathering of Marist Youth Guatemala 2019*
7. Accepting the Realities of New Situations

THERE IS A WELL-KNOWN Chinese proverb that says that “the wise adapt themselves to circumstances, as water molds itself to the pitcher.” Perhaps at no other time in recent history has adaptability been more important than it is now.

Adaptability – the ability to change (or be changed) to fit new circumstances – is a crucial skill for all leaders and any governmental structure, including those of a religious Institute. We’re in a time of rapid change rippling through all segments of society throughout the world. Political changes, cultural shifts, social media/mass communication, economic fluctuations, migration/displacement of marginalized people, war, hunger, and poverty—all point to a need for structures which will enable us to respond appropriately in demanding, unique situations.

FOR A NEW BEGINNING, WE BELIEVE IN GOVERNANCE THAT PROMOTES AND STRENGTHENS THE INSTITUTE AS A GLOBAL FAMILY AND LETS GO OF STRUCTURES AND ATTITUDES THAT ARE NOT SUPPORTIVE OF THIS.

22nd General Chapter
THE TRADITIONAL APPROACHES ARE INSUFFICIENT

As Marists of Champagnat, we need to respond authentically to an increasingly varied number of emerging realities. The traditional approaches that worked even as recently as a decade ago are proving insufficient for the range and breadth of demands in the new global environment. We must not cling to the notion that “this is how we have always done it”, refusing to understand and accept the realities of new situations. It is clear that a willingness to move out of one’s comfort zone and learn continuously as a way of adapting to changed surroundings, highlights our call to be a global charismatic family. Inspired by Mary and Marcellin, we are urged to develop a better understanding of our ever-changing world and face current challenges without falling into the temptation of “answering questions that no one is asking anymore.” (Pope Francis, Medellin, 9 September 2017).

MARIST LIFE IN ALL ITS DIVERSITY

Our strategic plan assists us in putting in place governmental and administrative structures that are efficient and flexible, that promote and nourish Marist life in all its diversity, and that allow us to abandon old paradigms so that we can re-imagine ways of serving the children and young people of our world, especially those on the margins of life. At this particular time, for the vitality and viability of Marist life and mission, we are called to be a genuine global family which is interdependent and nurturing, which witnesses to unity and hope. For this end, the plan speaks of networks, of relationships, of connections, of sharing resources, and of bridge-building of fostering “homes of light” that strengthen us as a global family. It demands an openness to what God is calling us to be and a flexibility in responding to what God is calling us to do.
CHAPTER 2

THE GENERAL ADMINISTRATION’S STRATEGIC PLAN FOR ANIMATION, LEADERSHIP AND GOVERNMENT
The XXII General Chapter invited us to “a new beginning” and “a new La Valla”. Like Champagnat, we want to live through these years with the same energy, enthusiasm and trust in God which guided him in the first years of our Institute.

The nascent community, the first Brothers, the vocations, the foundation of schools, the construction of the Hermitage, the attention to poor children ... these are our living history and the inspiring symbols of our planning.

These points, as well as the call of the XXII Chapter -- “Journeying together as a global family” – provide a framework for our strategic plan that can be divided into three broad programs:

1. **JOURNEYING TOGETHER**
   
   this program speaks about MISSION ... walking with, educating, moving, nurturing

2. **AS A FAMILY**
   
   this program speaks of MARIST LIFE ... of identity, community, vocation, spirituality

3. **THAT IS GLOBAL**
   
   this program speaks about NETWORKS AND THE GLOBAL BODY... of relationships, connections, bridges, co-responsibility...

Marcellin believed that by building a house he was creating a true community. Following the rhythm of life in common, both in La Valla and then in the Hermitage, Marcellin encouraged and nurtured community life with his example, his availability for manual work, and his presence in community prayer.

(Water of the Rock, No. 100).
VISION 2025

As Marists of Champagnat, we are a global charismatic family, living an integrated spirituality and are passionately committed to an innovative mission without borders, at the service of children and young people, especially the most vulnerable and excluded.
Journeying together as a family

PROJECT 1
In the caravans of life

PROJECT 2
Empowering those without voice

PROJECT 3
Lighthouses of hope

PROJECT 4
Homes of light

PROJECT 5
Spirituality of the heart

PROJECT 6
Nurturing marist life

Marist Mission

Marist Life

STrATEGIC PLAn...
THAT IS GLOBAL

networks

...OF GENERAL ADMINISTRATION
This program speaks about MISSION

PASSIONATELY COMMITTED TO...

AN INNOVATIVE MISSION WITHOUT BORDERS, AT THE SERVICE OF JOURNEYING CHILDREN AND YOUNG PEOPLE, ESPECIALLY THE MOST VULNERABLE AND EXCLUDED, AND RESPONDING TO EMERGING NEEDS...

PROGRAM 1

JOURNEYING TOGETHER

PROJECT 1

IN THE CARAVANS OF LIFE

Explore and facilitate our Marist presence in places on the margins with children and young people in emerging realities.

PROJECT 2

EMPOWERING THOSE WITHOUT A VOICE

Develop channels of listening, participation and empowerment of children and young people.

STRATEGIES

PROJECTS

Build our Marist capacity to respond to the displacement of young people and children through a global network. Discern our Marist presence on the margins to respond to the emerging realities.

Strengthen networking between AU’s in the defense and promotion of the rights of children and ensure the existing protocols for the protection of children are followed in all the AU’s, in both formal and informal ministries.

Relying only on God, in whom he trusted unconditionally, he undertook without fear the construction of a house with his chapel. (...) There were reasons to bewilder human prudence. However, to reduce expenses, the entire community worked on the project, even the Brothers working in the schools were called to assist in its construction. And all competed in enthusiasm and self-denial. (...) That year, the Institute founded two new schools.

(Life, J. B. Furet, chap.12)
INITIATIVES

■ EVALUATION OF OUR PRESENCE AND PROYECTOS
  Ofrecer criterios para una evaluación de nuestras presencias y misión a la luz de las llamadas del Capítulo General.
  Evaluar las comunidades Lavalla200> y el proyecto MDA

■ EXPLORING NEW FRONTIERS
  Use this evaluation as a platform to explore new possibilities for responding to emerging needs.

■ NEW HORIZONS
  Create new programs of initial and ongoing formation or redesign those that exist to include experiences for the greatest number of Brothers and Laypeople possible on the peripheries and outside their own AUs.

■ “BE EMPOWERED”
  Develop a platform in our ministries and wherever we are working for listening to children and young people firsthand and empowering them. This includes publications, web resources...

■ FORMATION FOR RIGHTS
  Ensure that our ministries and other activities in the fields of education and evangelization have a firm foundation in Child Rights.

■ PARTICIPATION
  Participate in existing Human Rights networks in the regions and collaborate in forums for discussing and promoting these rights.
This program speaks of MARIST LIFE

PROGRAM 2

AS A FAMILY

Strategies

Deepen the charismatic identity of all Marist vocations and develop new paths of animation and vocational accompaniment, as well as a new language and structures that foster communion.

Projects

PROJECT 3
LIGHTHOUSES OF HOPE

Generate and accompany new Marist life, so as to build up our Global Charismatic Family.

The Brothers were admirable in piety, modesty, self-denial and work during the construction of L’Hermitage. The workers never tired of admiring the spirit of mortification, humility and charity that reigned among the Brothers

(Life, J. B. Furet, chap.12)
\( \text{September 2019} \) • 33

... of identity, community, vocation, spirituality

INITIATIVES

- **VOCATIONAL ANIMATION**
  Develop common lines for understanding one another, communion, and the vocational animation of Marist Brothers and Lay Marists.

- **LAY FORMATION PROGRAMS**
  Start programs for introducing the charism, formation and accompaniment of Lay Marists in their vocation, and/or strengthen existing programs at all levels.

- **STRUCTURES FOR INITIAL FORMATION**
  Revise both the current plans and structures of the initial formation for Brothers and the Formation Guide.

- **ON-GOING FORMATION**
  Revise the plans and structures of ongoing formation and accompaniment.

- **LAY COMMITMENTS**
  Explore and consolidate forms of commitment, ways of belonging and charismatic associations; share related reflections and experiences; continue working with various groups and structures such as the Champagnat Movement of the Marist Family.

- **JOINT FORMATION**
  Offer and systematize experiences of joint formation for Brothers and Lay Marists. Provide leadership training for people to accompany AUJs in their promotion of different forms of Marist life.

- **CHARISMATIC IDENTITY**
  Deepen our understanding of our Marist charismatic identity, using the Constitutions, The Rule of Life and On Being a Lay Marist, and prepare a document on Marist charismatic identity.

- **REGIONAL CENTERS**
  Encourage the creation of Marist regional formation centers that offer an integrated training in spirituality, communion and all aspects of mission. (See PROJETOS in the areas of Mission and Administration)
### STRATEGIES

**PROJECT 4**

**HOMES OF LIGHT**


**PROJECT 5**

**SPIRITUALITY OF THE HEART**

Live a Marian spirituality of the heart, renewed and integrated, which allows us to delve into our experience of God in our personal encounter with Him in everyday life.

**PROJECT 6**

**NURTURE MARIST LIFE**

Institute formation initiatives to promote global availability, develop cooperative-collaborative work capacities, and improve social skills.

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**PROJECT 4**

Discern ways to live a spirituality adapted to the realities of our lives, that is inclusive, and that moves us to be the face and hands of God’s mercy.

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**PROJECT 6**

Promote a mentality of global availability in initial and on-going formation for both Brothers and Lay Marists.
PROGRAMS OF SPIRITUALITY AND INTERIORITY
Design and promote programs or processes of spirituality/interiority that consider gradual and foundational experiences for personal and communal growth (for all Marists and those whom we serve). These programs would also include processes of formation and experiences of personal and communal prayer. One possible method is to create a Marist prayer app.

LEADERS AND COMPANIONS
Identify and prepare leaders for spiritual animation and accompaniment.

INTEGRATED SPIRITUALITY
Encourage an integrated spirituality in the various formation and accompaniment programs in our Marist tradition which are also open to the development of eco-spirituality and to inter-religious and intercultural dialogue.

SPIRITUALITY NETWORK
Strengthen and integrate co-operation between the Centers of Spirituality and Heritage/Patrimony (houses, Memorials, Marist places, etc.) with an openness to our mission among young people.

MARIST SPIRITUAL HERITAGE
Undertake an historical study about the sources, origins, theological and ecclesiology foundations and evolution of Marist spirituality, and the Causes of Marist saints.

GLOBAL AVAILABILITY
Foster a “heart-set” in Brothers and Lay Marists and the human capacities needed to better live and serve in a global Institute through formation, short-term experiences and exchanges, social media, training programs, experiences of volunteering and solidarity.
This program speaks about Networks of relationships, connections, bridges.

**PROGRAM 3**

**THAT IS GLOBAL**

**STRATEGIES**

Promote the connection between the different networks and create new networks at the service of Marist life and mission.

**PROJECT 7**

**BRIDGE-BUILDERS**

Accompany and strengthen existing networks and their interconnection.

**PROJECT 8**

**EVANGELIZING EDUCATION**

Create new international networks at the service of Marist life and mission.

**PROJECT 9**

**AGENTS OF CHANGE**

Promote innovation in Marist education and evangelization.

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As always, the Father was continuously in charge of the workers, carpenters, plasterers, etc.; and the work progressed so much that the community was able to settle in the new house in the summer of 1825. The chapel was also finished and fit for divine worship. On August 15, the feast of the Assumption of the Blessed Virgin, Father Dervieux, parish priest of Saint-Chamond, blessed the chapel in the name of the archbishop.

(Life, J. B. Furet, chap.12)
RKS AND THE GLOBAL BODY... ES, CO-RESPONSIBILITY...

INITIATIVES

- INTERCONNECTION
  Promote interconnection between Marist networks, (spirituality, mission, centers of spirituality, universities, publishing houses, schools, evangelization/youth ministry, solidarity, volunteering, child rights, ...) to share learnings, create synergies, maximize resources and improve the discernment and corporate sense of our mission of evangelization and education.

- INTERNATIONAL NETWORK OF MARIST MISSION
  Promote the creation and development of the International Network of Marist Mission and of the Networks linked to it, ensuring its interconnection
  1. International Network of Marist Education (works of the Institute)
  2. International Network of Marist Evangelization or Marist Youth Ministries
  3. International Network of Works of Marist Inspiration (external works associated with the Marist spirit).
  4. International Network of Marist NGOs.

- EGLOBAL “HOLDING” ENTITY OF MARIST WORKS
  Create a global entity for the animation and management of Marist mission for the works that AUs can no longer manage themselves (or that may be transferred to it as decided by AUs).

- CHANNELS OF INNOVATION
  Promover y compartir las mejores prácticas de innovación (redes, grupos de pensadores, intercambios, conexiones entre Regiones, etc.).

- MARIST EDUCATIONAL MISSION
  Update the document: *In the Footsteps of Marcellin Champagnat* (the Marist Educational Mission document)

- MIMA III
  Organize a 3rd Marist International Mission Assembly with a new charter as a structure of communion and direction-setting for our global charismatic family.
### STRATEGIES

**Promote the connection between the different networks and create new networks at the service of Marist life and mission.**

**Encourage collaboration with external networks and with other civil and ecclesial institutions.**

**Continue exploring ways of management, leadership and government that allow us “to be” and “to feel” as a global body.**

**Develop an external and internal communication plan that transmits who we are and reaches out effectively to our various stakeholders and to the wider public.**

### PROJECTS

**PROJECT 10 WALK WITH YOUNG PEOPLE**

Promote Marist Youth Ministry programs as a Global Family.

**PROJECT 11 IN THE MIDST OF THE WORLD**

Promote external alliances and institutional cooperation among diverse entities.

**PROJECT 12 GLOBAL BODY**

Intensify the internal coordination of the General Government, the on-going evolution of regionalization and interregional relations, and the revision of existing structures (“letting go”/“letting come”), promoting leadership and co-responsibility at all levels.

**PROJECT 13 MESSENGERS OF PEACE**

Develop better internal and external communication to cultivate a sense of belonging, to overcome geographical and existential borders, and to publicize Marist mission in the wider society.
INITIATIVES

- **MARIST YOUTH MINISTRY PLATFORM**
  Ensure that each AU implements a platform or space for Marist Youth Ministry.

- **“ALL THE YOUTH”**
  Promote Marist Youth Ministry programs in all AU’s that allow youth to be co-creators and co-responsible for Marist Youth programs.

- **CHANNELS OF LISTENING**
  Create channels of listening and youth participation within the International Network of Youth Ministry.

- **WORLD DAYS OF MARIST YOUTH**
  Continue and diversify the International Marist Youth Meetings.

- **INTER-CONGREGATIONAL ALLIANCES**
  Establish and strengthen inter-congregational alliances: PROjETOs, joint communities, collaboration in different areas (for example, the Fratelli PROjETO of Lebanon-Syria, Solidarity with South Sudan, International Communities, Marist WYD ...)

- **OTHER ALLIANCES**
  Establish and strengthen alliances in Education, Evangelization and Solidarity, (for example, BICE, NGOs, and CARITAS International).

- **INTERNAL COORDINATION**
  Strengthen the coordination of the various secretariats and offices of the General Administration in the service of Marist life and mission.

- **REGIONAL ARTICULATION**
  Develop regionalization to generate greater global meaning and inter-regional collaboration and establish mechanisms or structures for its accompaniment.

- **VITALITY OF THE ADMINISTRATIVE UNITS**
  Create structures at the service of Marist life and mission (for example, Vice-Provinces, Districts, Sectors, Restructuring of AUs, Marist map, new organization chart ...).

- **COMMUNICATIONS SERVICES**
  Redesign the area of communications of the Institute with more lay presence and directed at young people.

- **GLOBAL FAMILY CONSCIOUSNESS**
  Improve our communication to reflect our vision of being a global family.

- **CORPORATE IMAGE**
  Develop a proposal for a global corporate image at the level of the General Administration and share this proposal with the entire Institute.

- **PUBLIC IMAGE IN SOCIETY**
  Develop ways to raise awareness of Marist life (spirituality, mission, social action, witness of sanctity) at all levels.
Encourage networking strategies to share human and economic resources at the service of Marist life and mission, especially related to emerging realities (migration, refugees, current and new presences, etc.). Develop administrative and management policies for human resources, finances and real estate at all levels of the Institute, with careful attention to different regional, social and legal contexts.

Promote a mentality of solidarity which emphasizes co-responsibility, transparency, efficient and effective management, and sustainability through formation and professional accompaniment.

Optimize the management of resources and internal solidarity to develop a strong sense of interdependence and sustainability. Establish instruments for effective and efficient coordination of our resources at the service of Marist life and mission.

Establish training programs and accompaniment that foster a mindset of co-responsibility and transparency.
**INITIATIVES**

- **SUSTAINABILITY**
  Promote sustainability at all levels of the Institute, fostering responsibility, internal solidarity and interdependence.

- **SHARED SERVICES**
  Develop various “shared services”, beginning with the Regions and spreading to include all levels of the Institute.

- **FINANCIAL VEHICLES**
  Set up financial vehicles that are ethical, evangelical and legal to assist the global mission of the Institute and the AUs.

- **REAL ESTATE**
  Optimize the management of properties at the service of Marist life and mission in a professional manner.

- **PLAN FOR THE FINANCING OF MARIST LIFE AND MISSION**
  Work on a draft model for financing the Institute, based on an analysis of the current model, anticipating greater internal solidarity and sharing resources at all levels, the study of new sources of financing and the creation of funds to support formation, solidarity and the expansion of our mission.

- **COORDINATED MANAGEMENT**
  Promote the coordinated and efficient management of resources at the service of Marist life and mission.
  - Administrative Guide. Prepare and administrative guide that is comprehensive, suited to the needs of an international Institute and to the diverse circumstances of AUs, and update the document on the evangelical use of material goods.
  - Management of human resources: Set out a plan for the management, promotion and development of human talent at all levels, and ensure that our care and accompaniment of people feature in all our actions.
  - Good Practices: Identify, learn about, disseminate and strengthen good practices found in AUs with the idea of consolidating and optimizing resources and solidarity.

- **FORMATION IN CO-RESPONSIBILITY**
  Promote training in co-responsibility and good governance practices, so as to develop a collaborative culture of networks, through assemblies, programs, courses, accompaniment by professionals etc..
PROGRAM 3

THAT IS GLOBAL

Networks, Organization, Management, Formation for the development of networks and the Marist family, with a sense of the global body.

(continue...)

STRATEGIES

PROJECT 16

SERVANT LEADERSHIP

Promote open and qualified servant leadership to address the emerging realities in our Institute and in the world.

PROJECT 17

CULTURE OF ENCOUNTER

Promote a “culture of encounter” and the integration of diversity (ecology, Western and Eastern spiritual expressions, diverse religious or cultural traditions, etc...) in our formation programs for Brothers and Lay people and in our ministries.

PROJECT 18

FROM THE EGOS TO THE ECOS

Develop initiatives, at all levels, that create a culture of encounter and communion.

PROJECT 18

FROM THE EGOS TO THE ECOS

Develop a comprehensive ecological awareness to take care of our “common home”.

STRAATEGIES

PROJECTS

PROJECT 16

SERVANT LEADERSHIP

Promote the necessary training initiatives to develop the skills required in the different functions of service for a global Institute.
INITIATIVES

LEADERSHIP FORMATION
Identify, develop or sponsor programs for the preparation of “leaders for mission” (education, evangelization, Child Rights, governance and management, etc.). Include formation for initiating change and developing social skills and competency and intercultural skills (within a region or inter-regional, university network or other resource bodies…).

COMMON HOME
Develop and implement a program of ecological awareness throughout the Institute, in synergy with the Regions and AUs, using our various educational, cultural, social and evangelizing platforms.

ENVIRONMENTAL AUDIT
Develop eco-environmental commitments that ensure the ecological sensitivity of our new ways of being Marist today (an energy audit of our houses and ministries, increased use of recycled articles and avoiding non-recyclable, disposable products).

CULTURE OF ENCOUNTER
Encourage and facilitate a “culture of encounter” (in the sense expressed by Pope Francis) through the educational, social and evangelizing platforms of the Institute: educational networks, communications, retreats, times of reflection, ecumenical and interreligious initiatives, etc.
Organigramme of the General Administration

CHAPTER 3
the General Administration
1. Management of the

From the outset of our reflection on the Strategic Plan, it became clear that, with the division of the PROjETOs into three distinct areas, the ongoing interdependence of people and structures would be essential to achieve vitality and viability.

In order to implement this principle along with the call to personal and collective conversion, the General Council devised an organizational chart of the General Administration that emphasizes this concept of interdependence.

Under Government of the Institute, comprising the Superior General and the General Council, are three existing committees that coordinate process and action: Marist Life, Institutional Services, and Marist Mission. Each area has a coordinator, and the General Government, through the Vicar General, coordinates the three.

The committee for each area is the vehicle for the integration of strategic actions and the building of unity and interdependence. Beneath these three areas are the shared services which guarantee the smooth functioning of planned actions.

Plenary section of the General Council June 2019
GROUPS OF COORDINATION, ARTICULATION AND INTEGRATION OF THE PROCESS AND ACTIONS IN THE DIFFERENT AREAS

SUPERIOR GENERAL AND GENERAL COUNCIL

COORDINATION OF THE AREAS

COMMITTEE
MARIST LIFE
BROTHERS TODAY
MARIST LAITY
LAVALLA200>
CMI

COMMITTEE
MARIST INSTITUTIONAL SERVICES
SECRETARY TEAM
ECONOMATE

COMMITTEE
MARIST MISSION
EDUCATION AND EVANGELIZATION
SOLIDARITY
FMSI
VOLUNTEERING
CMI

Shared Services

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2. Structures of

A) SECRETARIAT OF LAITY

Raúl Amaya - Director
Pep Buetas - Co-director
Agnes Reyes - Co-director

Extended Secretariat
Ana Saborío, Br. Elias Iwu, João Luis Fedel and Carole Wark

B) BROTHERS TODAY SECRETARIAT

Br. Tony Leon - Director
Br. Ángel Medina - Assistant Director

International Commission Brothers Today
Br. Alphonse Tiamaro, Br. Anselmo Kim,
Br. Aureliano García, Br. Ebel Muteveri,
Br. Juan Carlos Bolaños, Br. Lindley Sionosa,
Br. Marcio Henrique da Costa and Br. Sefo Une

International Commission of Spiritual Patrimony
Br. Allan De Castro, Br. André Lanfrey,
Br. Antonio Ramalho (Coordinador),
Br. Colin Chalmers, Dyógenes Philippsen
Araújo, Br. Michael Green, Br. Omar Peña,
Br. Patricio Pino and Br. Vincent de Paul Kouassi
THE GENERAL ADMINISTRATION

C) COLLABORATION FOR MISSION, INTERNATIONAL (CMI)
Br. Valdícer Civa Fachi - Director
Matteo Cavicchioli - Administrative Assistant

D) LAVALLA200>
Br. Jeff Crowe - Formation and accompaniment
Br. Ángel Medina - Formation and accompaniment

COMMITTEE OF MARIST INSTITUTIONAL SERVICES

A) SECRETARY TEAM
Br. Carlos Alberto Huidobro
- Secretary General
Emanuela Lisciarelli
- Statistical Office
- Assistant to the Secretary General
Dorotea Cinanni
- Archives
- Assistant to the Secretary General

B) ECONOMATE
Br. Libardo Garzón
- Econome General
Flavia Angi
- Assistant to the Econome General

International Council on Economic Affairs
Adrienne Egberg, Br. Alfonso Fernandez,
Br. Andrew Chan Chou San, Bernard Kenna,
Br. Jorge Gaio and Br. Xavier Giné
COMMITTEE OF MARIST MISSION

International Marist Mission Committee

A) SECRETARIAT OF SOLIDARITY
Br. Ángel Diego García Otaola – Director
Marist International Solidarity Foundation
Br. Ken McDonald – President
Br. Richard Joseph Carey – Director
Natalia Surraco – Administration
Andrea Rossi – Project Officer
Angela Petenzi – Project Administration Officer
Francesco Mastrorosa – Project Administration Officer

Board of Directors of FMSI

B) SECRETARIAT OF EDUCATION AND EVANGELIZATION
Br. Carlos Alberto Rojas – Director
Br. Mark Omede – Assistant Director
Diugar Enrique Madera Buscarini – Assistant

C) DEPARTMENT OF COLLABORATION FOR MISSION, INTERNATIONAL (CMI)
Br. Valdicer Civa Fachi – Director
Matteo Cavicchioli – Administrative Assistant

SHARED SERVICES

A) GENERAL ARCHIVES
Br. Colin Chalmers – Archivist General
Dorotea Cinanni – Archivist

B) GENERAL HOUSE
Br. Antonio Sancamillo – Community’s Superior
Br. Ton Martínez – General Service Manager
Giovanni Sebastio – Administrative Activities Coordinator
Marcello Zappoli – Counter
Paulina Rivas – Receptionist

△ Community of Manziana
Valentina Cardone
– Receptionist
Alberto Oggiano
– Services
Antonella Magnaschi
– Services
Arabella Forte
– Services
Stellina Cavallaro
– Services
P. Renzo Arévalo
– Chaplain
P. Ricardo Alberto Morales Gómez
– Chaplain

C) COMMUNITY OF MANZIANA
Br. Ángel Medina
Br. Antonio Peralta
Br. Joaquim Sperandio
Br. Joseph Walton
Br. Teófilo Minga

D) COMMUNICATIONS
Luiz da Rosa
– Director of communications
Giuliano d’Orsi
– Designer

Raquel Avedaño
– Journalist

E) POSTULATOR
Br. Antonio Martínez Estaún
– General Postulator

F) SECRETARY OF THE SUPERIOR GENERAL
Br. Jesús Alberto Rodríguez

G) TRANSLATIONS
Marta Graupera
– Coordinator
A) Brothers Today Secretariat

“We are like islands in the sea, separated on the surface but connected in the deep.”

William James

This quote from the American psychologist and philosopher, William James, reflects the hidden reality of our simplistic understanding of our planet’s geography. That is, without the world’s deep oceans, all countries can be seen to be connected.

We are a global family connected by submerged land bridges. In the current strategic plan of the Institute, the Secretariat of Brothers Today has been assigned twelve initiatives which are connected with its responsibilities of Vocation Animation, Initial and Ongoing Formation, Community Life and Spiritual Patrimony. These different elements are also profoundly connected.

It is with an eco-consciousness of the inter-relationship of these parts, that calls us to approach these initiatives with a greater sense of collaboration and connection. It is the call to recognize ‘the bridges amongst’ and ‘the bridges beyond’.
The ‘bridges amongst’ include the creation of a single ongoing formation community in Manziana, which facilitates most of the ongoing program for the different stages of brothers’ life. This is a community of formators who have learnt to bridge the cultural and linguistic divides amongst the brothers in the ongoing formation programs. The evaluation of the first program, Mid Life, proved high satisfaction for participants and a confirmation of this intuition.

The art of building ‘bridges amongst’ is also noted in the creation of the Area of Marist Life, that is, the association of various secretariats, i.e.: Brothers Today, Laity, Lavalla200> and Cmi. The members of the Marist Life area have established a closer working relationship during the past plenary meetings including a special gathering in July 2019 when this group met to plan several common PROjETOs for the coming years.

**A JOINT AND INTEGRATED WORK**

Each year, the General Administration hosts several gatherings of International Commissions and extended Secretariats. There is a movement to coordinate the calendars of such meetings in order to facilitate opportunities for joint conferences where we can creatively build ‘bridges amongst’ our PROjETOs and to share resources. Dates have already been set for 2020 when the meeting of the International Commission of Brothers Today will connect with the extended Secretariat of the Laity. Future bridging will include the International Commission of Spiritual Patrimony with other secretariats so that our future PROjETOs can be better informed with a more authoritative foundation and with relevant contemporary expressions of our charism.

With greater sensitivity to the needs of the regions, there are also the ‘bridges beyond’ the centralised programs in Europe to more regionally based programs in order to answer the specific needs of the different parts of the Institute more effectively. These programs focus on the themes of Marist Life such as: Community Leadership, Spirituality and Vocation Animation. Despite the uncertainty of moving beyond the security and experience of programs in Rome, Manziana and El Escorial, the call to boldly respond to emerging needs impels the secretariat to be more consultative with leaders about relevant regional issues and to journey to the regions in order to provide better access to formation for all Marists of Champagnat.

The construction of bridges beyond include collaboration beyond the Marist world. The Marist Brothers Today Secretariat is a key member of the...
Tutti Fratelli group in Rome which has developed strong collaboration amongst the many congregations of brothers. We cannot be brothers alone.

If one can see through an ecological lens beyond time, one may recognize the origin of Pangea, the single supercontinent that existed about 335 million years ago. Throughout the millennia, this giant land mass split and separated into the various continents and islands as we know them today. All these land masses have significant connections in the depth. Perhaps geologically, our mother earth is reminding us that not only are we connected in the deep, but also that we are all sisters and brothers today. Let us remember this connection in our mission.

B) Secretariat of Laity

In the General Administration’s strategic plan 2017 - 2025, the General Council has assigned to the Bureau of the Laity three initiatives corresponding to project 3 “Beacons of Hope” which relate to the development of the lay Marist vocation and communion between the brothers and the laity. These are:

- Lay Vocation Courses
- Lay Commitments
- Joint Formation

The first aims to set in motion courses of sensitization, formation and accompaniment of lay Marists and their vocation, and/or to reinforce the existing programs at the various levels.

The second is to explore and consolidate forms of commitment, bonding and association with the charism, and to share reflections and experiences in this field, as well as to continue to animate various groups and forms of association, such as the Champagnat Movement of the Marist Family.

The third is to offer and systematize experiences of joint formation for brothers and laypeople and to promote leaders who accompany the experience of the Administrative Units in the promotion of the different forms of Marist life.

To this must be added the participation of the Bureau of the Laity in the creation of the Area of Marist Life, which also integrates the Secretariats of Brothers Today, Lavalla200> and CMI.
CREATING SYNERGY

Step by step, the members of the Area are strengthening bonds and sharing ideas for greater harmony with a view to the future of the Marists of Champagnat. This has generated the need to schedule in the near future two planning meetings: the first, in July 2019, to organize several common PROJETOS for the coming years; and the second, in March 2020 at which the Brothers Today International Committee and the Enlarged Bureau of the Laity will also gather.

In the future we are organizing, as an Area of Marist Life, the creation and animation of regional programs such as: community leadership, spirituality, vocational animation and shared life. With this we intend to respond to very local emerging needs and to offer formation to the greatest possible number of Champagnat Marists, laity and brothers, in their own regions.
Pausing to think about the mission of the Institute is a fascinating exercise, but also one full of contrasts. Along with the extraordinary vitality of the service to evangelization that we provide the children and youth of about 80 countries, what also occurs to me are the challenges arising from the sharp decline in the number of Brothers and the increasingly urgent need to develop and support leadership profiles. The passion and enthusiasm of hundreds of lay men and women and Brothers who educate and evangelize thousands of students, occasionally pale before a world increasingly more inhuman,
wherein the most impoverished and marginalized only live to watch from the walls the consumerism and the comfort of the few. The tradition forged and recognized over 200 years of its existence and the trust of generations of families in our plan of formation seem a passing memory in face of the demands for innovation and for high standards and a guarantee of healthy and safe spaces for those confided to our care demanded of our ministry of education.

All these challenges and tasks are the path that God has given us to travel here and now: they are the path that for some good reason we have chosen to tread together as a global family.

This cannot remain just a beautiful expression. At this moment in the history of the Institute, facing the challenges that are placed before us, the time has arrived for us to experience more than ever that we are one body with one soul. Because certainly, although we are many members, we are one body. We do well to recall the words of St. Paul (1 Cor. 12:15-17, 26): “If a foot should say, ‘Because I am not a hand I do not belong to the body,’ it does not for this reason belong any less to the body. If the whole body were an eye, where would the hearing be? If the whole body were hearing, where would the sense of smell be? … If one part suffers, all the parts suffer with it; if one part is honored, all the parts share its joy.”

How, then, do we proceed together in mission as a global apostolic family? In what ways can we profit from the extraordinary potential of our international and intercultural presence without remaining lethargic and not exploring all its possibilities?

So the plans and PROjetos of Secretariat for Education and Evangelization have a common focus: Now that we have all drunk of the same Spirit, let us discover how to be one body. May all this make us feel a unity that will strengthen our common bonds.

The first step? Know and recognize one another, dream together. How? By building networks, by being the network. Once again the famous parable becomes reality: now that we want to go far, we also go together.

Now, let us set forth on the journey...!
B) Solidarity

We believe that all Marists (Brothers & Laity) are invited to be in solidarity. Our mission places and organizations have solidarity as a core value which is reflected in our actions and lifestyle. The Solidarity Secretariat will utilize the resources the Marist Solidarity International Network, FMSI, Cmi (Collaboration for mission international) and international NGOs. An integrated approach to solidarity formation with a child rights approach will encourage our colleagues to become aware of and actively engaged in efforts to help improve the quality of life for children around the world. Our focus will be to “Go to the peripheries in defense of the most poor and vulnerable” with the development or support of locally sustained initiatives through educational opportunities targeting children and young people at risk and ministries involved with the poorest and most vulnerable.

We will assist the Marist missions by providing financial support, human resources, technical assistance and capacity building to fragile sectors of the Institute in their growth towards self-sufficiency. This includes program development, child and youth protection programs, immigrant and refugee services, capital PROjETOs and volunteers. Communication and awareness raising of Marist Social action at all levels of the Institute will include publicizing what is happening, sharing experiences, and becoming resources for others.

The ongoing development of eco-environmental commitments will be encouraged to ensure the ecological sensitivity of our new ways of being Marist today.
C) CMI Department

The Collaboration for Mission, International (CMI) Department works together with the General Council to implement and follow up on the PROjETos and initiatives developed in response to the General Chapter’s appeals related to worldwide availability, intercultural living and interprovincial, inter-congregational and inter-institutional partnership.

Network of Provincial Coordinators of Volunteers
With this objective in mind, a Network of Provincial Coordinators of Volunteers will be established to broaden and sustain interprovincial volunteering; to continue fostering and managing the creation of international and interprovincial communities made up of Brothers and lay men and women; to contribute to the growth and expansion of an international way of thinking, of total availability and a spirit of teamwork; and to encourage partnership among the various departments of the Institute with other networks in the areas of Church and civil institutions.

A Culture of Solidarity and Engagement
We believe that CMI is contributing to the building of a culture of solidarity and engagement in service and commitment to the most vulnerable children and young people who find themselves on the margins whether morally or geographically, where we are already present or where we are being called and challenged to go.
This area has two large subgroups: the General Secretariat group and the General Commissary group. Brother Josep Maria Soteras, member of the General Council, is the liaison for this area.

Institutional services are an important area for making the calls of the XXII General Chapter a reality in the face of the building of an Institute that walks together, as a global family to respond to the needs of children and young people of today's world.
These institutional services have a long history, as does the work of the General Secretary, the Postulator, the Procurator, and the person responsible for the general archives of the Institute.

**COORDINATED APPROACH**

On the other hand, the General Treasurer is carrying out a process of restructuring that will allow him to respond to the challenges presented by the General Chapter and then, in line with the strategic planning of the General Administration, to promote the economic sustainability of the Institute, and a coordinated approach among the Administrative Units, the Regions and the General Administration. In order to achieve these objectives, several initiatives are being developed to improve the management of human and financial resources at the service of Marist life and mission.

The development of efficient institutional services makes it possible to improve the capacity to respond to the needs of the Institute in its mission to make Jesus known and loved. This requires accountability, commitment and transparency at all levels. Walking together helps us to join forces and achieve better results.
6. The Logo of the General Administration of the Marist Institute

The General Administration has never had a definitive global logo, nor has the Institute. Throughout our history various images have been used to tell our story. Today, each Province or Region uses its own logo.

During the early years of the Institute and up to the last century, the Marian monogram was favored, having varied designs, until eventually the design with the monogram in the center was confirmed. Over the past twenty years, the General Administration has used the “FMS” logo in its publications, sometimes also including specific architectural elements of the General House.

Communicating with symbols is a characteristic human activity. In some ways, logos are the new alphabet of a society defined by communication. The logo plays a fundamental role in the social relationships of an organism. The use of logos delivers a message that completely satisfies the need for integrated communication: the maximum of information employing the minimum of symbols.

In light of these considerations, the General Government saw the need to provide an image for the work of animation in the Institute, standardizing the official logo of the General Administration. In 2018, the department of communications began the process of refining proposals. The new logo of the General Administration was approved in September 2018 by the Superior General and his Council and was presented to
the community of the General Administration by the Vicar General on October 10, 2018.

**COMPOSITION OF THE LOGO**

The logo is composed of both the symbol and the name. The symbol resulted in unifying three elements: the cross, the Globe and the “M”. The cross reminds us that being a Marist means to follow Christ and his Gospel as a church and that the Marist mission is to make Jesus Christ known and loved through education. The globe represents the place where Marist life and mission is developed, the place where God becomes known and the invitation to recognize each other and live as a global family. The letter “M”, initial of the “Marist” name, evokes the charism, which is the aspiration to live and to serve God through children and young people, in the style of Mary and Saint Marcellin.

The second element of the logo is the name “Marists of Champagnat” to include both Marist brothers and lay people. The style of the font used, the “script”, suggests a distinction and represents the charism’s present, dynamism and vitality. The blue colour recalls the Marian identity and the origins of the Institute and the orange colour, the third centenary of the Marist charism. The new logo of the General Administration of the Marist Institute recalls the Marist heritage and, at the same time, opens the Church and the world of today to new horizons.

The logo was registered in the Office of Intellectual Properties of the European Union (EUIPO), with the number 018099281.