



**REPORT**

OF BROTHER  
**SUPERIOR  
GENERAL**



Brothers of  
the Christian  
Schools

La  Salle



# Brothers of the Christian Schools

## **Institute of the Brothers of the Christian Schools – February 2022**

### ***Report of Brother Superior General (2014 – 2022)***

Document produced by Brother Robert Schieler, Superior General, with the support of his General Council and the Secretaries and Coordinators of the different Secretariats and Services of the Institute.

#### **Layout:**

Giulia Giannarini

#### **Communications and Technology Service:**

Ilaria Iadeluca, Giulia Giannarini, Fabio Parente,  
Br. Alexánder González

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FRATRES SCHOLARVM CHRISTIANARVM  
THE GENERALATE

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# Intro- duction

*Dear Brothers and all members of the Lasallian Family,*

At the beginning of our mandate in 2014, we set out our guiding inspiration as:

“**The vision still has its time, presses on to fulfilment, and will not disappoint; if it delays, wait for it, it will surely come, it will not be late.**”  
(Habakkuk 2:2-3)

You will recall that the Pastoral Letter of 2014 contained this challenge: “How are we shaping ourselves, our message and our mission as a response to the needs of this new century”. This was an explicit challenge to the General Council, to the Secretariats and to the various ad hoc committees of experts that were established after the 45<sup>th</sup> General Chapter, such as the International Strategy Committee or the Lasallian Vocations Committee.

Looking at the reality of the Institute at that time, the needs that we, as a General Council, immediately identified were made explicit by four major trends that caught our attention:

- A greater understanding of the relationship between our identity, mission, and association
- The priority of educational service to the poor
- Governance and mission sustainability
- Information and communication technologies

To these we added:

- The growing role of Higher Education in the Lasallian Mission
- The creative response of catechesis and evangelization in a multi-religious and secular world
- The recognition that, as Brothers, we are challenged to deepen our interior prayer and fraternal life

Our intention was to attempt to respond to these challenges with a programme that would include not only the General Council but would directly involve all the Secretariats and Services at the Centre of the Institute. We hoped, too, that what was proposed would serve as a model for each Sector, District and Region. This programme was elaborated in Circular 470, *“Towards the Year 2021: Living the Joy of our Mission Together”*. This Circular encapsulated our vision and has guided our work since the last General Chapter. The purposes of this Report that you have before you are to evaluate what we have accomplished over these years, to indicate some of the challenges faced, and to offer some orientations for the future.

It is self-evident that we are living through a very difficult and complicated historical moment in which the pandemic has affected all levels of society world-wide. Inevitably, it has also been a critical time for the Church, for Consecrated Life, for our own Institute, and for the entire Lasallian Family. Viewed through the eyes of faith, this crisis impels us to search for more coherent and committed ways to respond to our mission in favour of those children and young people most in need.

In the light of the above, the Report will highlight how we have sought to respond to the most pressing needs in the Institute since 2014 with a vision inspired by the Gospel and by our own foundational memory. Additionally, following a profound discernment over recent years which included significant input from the International Strategy Committee (ISC) and the Ad Hoc Committee for the creation of Funds to address co-responsibility and mission sustainability, we indicate two urgent needs that we believe need to be addressed in the immediate future:

- Leadership and Governance
- Association for Mission

We approach these challenges inspired by our Founder who

“*...still calls to us, continuing to inspire and support all men and women who identify with him. Imbued with the spirit bequeathed to us,*

**and with the Partners who share our mission,  
we remain faithful to the living tradition  
of the Institute.**

**In communion with all those who preceded us,  
we continue to respond with burning zeal  
to the calls of the Lord, the Church and  
of the world for the glory of God.”**

(R.160)

Today, Brothers and Partners are invited to:

- find and discover unforeseen moments of grace, especially through the evangelizing mission entrusted to us by the Church in today's world
- be protagonists in living a spirituality of communion in mission in the service of others, particularly young people, and those less fortunate.

We know that new signs of life will continue to emerge, as they already are in the on-going recently 3<sup>rd</sup> AIMEL, and we are convinced that our 46<sup>th</sup> General Chapter will encourage others through the action of the Spirit. In this way we commit ourselves to *“building new paths to transform lives”*.

This is our vision, our passion, our future - an appeal to our best selves, to engage *“together and by association”* in, and for, the mission, a call to give ourselves *“to the glory of God”*.

**Signed:  
Brother Superior  
The General Council**



# ***Chapter 1***

*The Mission of  
Brother Superior  
and the General Council*

## I. Vision

- 1.1 Brother Superior General and the General Council chose “*Living Together Our Joyful Mission*” as the guiding theme for our work and for the animation of the Institute and the Lasallian Family. Throughout the years of our mandate, we have attempted to share fraternity at a deep level as a community, and as leaders, and we have tried to express our gratitude for the joyful mission entrusted to us.
- 1.2 In Circular 470 (2015) we articulated our vision in this way: “*Compelled by pressing needs, Enlightened by the Gospel, Inspired by our living memory, We transform lives through quality education for all.*”
- 1.3 In June 2018, we expanded that vision to state that we wanted to ensure that the Institute is “*a leading global spiritual and educational resource in an increasingly secular and pluralistic world.*”

## II. Convictions

- 1.4 We accepted the vision and propositions of the General Chapter as representing a “*living fidelity to the special charism of the Institute*” (R.112). We undertook our ministry of leadership with the conviction that improving the systemic integration and collaboration of the Secretariats and Services, both with one another and with Brother Superior and the General Council, would ensure an efficient and effective response to the Chapter’s mandate. We elucidated our strategic plan in Circular 470, “*Towards the Year 2021: Living Together our Joyful Mission.*”
- 1.5 Another conviction that guided our leadership ministry was the belief that all Lasallians engaged in this life-transforming mission should be in communion. We sought to enhance communion at all levels—within the Generalate, within Districts and Delegations, within Regions and with the whole Lasallian Family. We offered annual themes, with corresponding Lasallian Reflections, for discernment at all levels to extend and deepen understanding of the Lasallian mission. Finally, we dedicated significant resources to the Tercentenary Year celebrating the Founder’s entry into eternal life and the Year of Lasallian Vocations.

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- 1.6 A further contribution to communion has been through the canonical and pastoral visits to each of the Regions in the Institute. During our mandate, Brother Superior has visited each Region, accompanied by the General Councillor for the Region, to engage with Brothers and Partners, ministries, and communities, and to review District and Regional leadership and structures. This has enabled him, along with the General Council, to take the pulse of our international Institute and to offer encouragement and provide direction for the future.
- 1.7 Brother Superior has also insisted on the shared nature of leadership in the Institute as a means of strengthening communion and interdependence (R.124.1). The 45<sup>th</sup> General Chapter placed a special emphasis on direct consultation and collaboration with Brother Visitors and, as a response, Brother Superior has met regularly with Regional Conferences of Brother Visitors, both in-person and virtually, to support and help them in the implementation of the Chapter's orientation. In addition to the Intercapitular Assembly (2018) with Visitors, Auxiliary Visitors, Delegates, and Presidents, Brother Superior and Council also held sessions with new Visitors and seasoned Visitors in 2015 and 2016 respectively.
- 1.8 As “*guarantors of the charism of the Founder and of the mission of the Institute*” (R.125), our role has been to ensure a unified voice that is faithful and prophetic, particularly with regard to encouraging growth in the understanding of our charism. To this end, Brother Superior and the General Council have composed Circular letters and Lasallian Reflections, while Secretariats, Services, and International Councils have authored critical reflections on the role of mission and community in the Institute<sup>1</sup>.
- 1.9 Inevitably, the Covid pandemic has challenged the Lasallian Mission worldwide and the Centre of the Institute has continued to support the Institute to find creative ways to respond positively. The pandemic may have hampered our usual way of interaction, but it has also enabled us to discover different ways of collaborating from a distance and building relationships, which is at the heart of the Lasallian educational mission<sup>2</sup>.

<sup>1</sup> *Identity Criteria for the Vitality of Lasallian Educational Ministries; Declaration on the Lasallian Educational Mission; the annual Lasallian Reflection; Lasallian Formation for Mission: The Pilgrim's Handbook; From Hope to Commitment: Understanding Lasallian Vocations (Circular 475); and A Conversation for the Lasallian Family: Deepening Our Identity.*

<sup>2</sup> cf. *The Lasallian Mission Moving Forward Plan; Reimagining the Life of the Brothers (2020).*

- 1.10 In our commitment to the education of the young, especially the poor, the Lasallian mission ministers in communion with the Church as well as with like-minded organizations, especially those in the field of education. Our collaboration with different charismatic families, other Institutes, NGOs and, in a special way, with the Marist Brothers is a clear manifestation of this commitment.

### III. Unifying Themes and Priorities

- 1.11 As indicated above, we elaborated a pastoral plan for the period 2014-2021 in Circular 470 which presented our proposals for implementing the decisions of the 45<sup>th</sup> General Chapter and, at the same time, offered a programme for the coming years that aimed to strengthen Lasallian identity and to support the Lasallian educational mission as a creative and transformative force. This programme was based on an analysis of the challenges, needs, priorities, and aspirations of the worldwide Institute. We hoped that this programme would support Lasallian communities and ministries in their commitment to build a better future for all, based on respect, solidarity, and peace.
- 1.12 To support the implementation of the Chapter propositions and this ongoing evaluation, we offered the worldwide Lasallian Family regular reflections based on our evaluation of evolving needs and strategies. These reflections, inspired by the overall theme of our mandate, “*Living Together Our Joyful Mission*”, took the form of annual sub-themes that were presented as *Lasallian Reflections*, the first of which, “*This work of God is also ours*”, was published for the academic year 2014-2015<sup>3</sup>.
- 1.13 It soon became evident that an effective implementation of the Chapter’s propositions (52) would require regular reviews and ongoing reflection to provide the dynamic responses necessary to address emerging needs and trends. In consequence, over the past four years we have evaluated our work, refined our priorities, and re-focused our strategies.

<sup>3</sup> The subsequent *Lasallian Reflections* were: 2015-2016: *A Gospel Adventure*; 2016-2017: *One Call, Many Voices*; 2017-2018: *Lasallians without Limits*; 2018-2019: *Our Hearts are Burning Within Us*; 2019-2020: *Great Things are Possible*; 2020-2021: *You are Part of the Miracle - Our Vision. Our Passion. Our Future*; 2021-2022: *To Dream is Our Way Forward: Building New Paths to Transform Lives*.

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- 1.14 In 2017, we prioritised our work as [1] ensuring the vitality of Districts and Regions and [2] promoting Lasallian vocations and Lasallian association. We further refined our priorities following the Intercapitular Meeting (March 2018) to include the development of proposals for governance models, Institute structures, and Lasallian association. Throughout 2019 and into 2021, the themes of [1] association for the mission and [2] leadership and governance received priority attention. We identified specific actions to address these themes. Some of these actions were undertaken by Brother Superior, others by the General Council, and others were delegated to Secretariats, Services, and Councils.
- 1.15 Key insights and findings paved the way for actions and decisions that we believe strengthened our global mission and improved its resilience by focusing on these two priorities that we identified.

## ***IV. Key Insights and Finding***

### **1.16 Leadership and Governance**

- Districts and Delegations are animated by competent and pastoral Visitors, Auxiliary Visitors, Delegates, and Presidents. However, future leadership in these key positions in a number of Districts is a matter of urgent concern as is the fact that there are fewer Brothers able or willing to animate communities as Directors.
- District and Regional Mission Councils continue to develop in effectiveness although some Districts have yet to engage wholeheartedly in lay leadership of the local mission. Other Districts need to critically evaluate how the roles of the Brothers and Partners can complement each other for the benefit of the mission. At the same time, the variety of lived experiences with regard to association for mission call for a healthy respect for the pace of integration and ownership.
- Financial transparency and accountability at all levels of governance is critical for building desired resilience and credibility.
- To close the resource gap within the Institute and support the Lasallian mission worldwide will require strategic planning and generous fraternal solidarity between Districts and Regions.

- Our reflection on the pastoral visits to the Regions leads us to affirm that, in the face of uncertainty created by shifting demographics, religious, social, and economic forces, there are dynamic and creative responses in many areas of the Institute.
- The pandemic has accelerated new ways of working and collaborating with different administrative units, Secretariats and Services, across the District, the Region, and the Institute – for example, determining the best ways of using in-person meetings/gatherings, and when and how to use virtual meetings, etc.
- The accompaniment of our young Brothers remains critical for perseverance.

### 1.17 Association for Mission and Lasallian Family

- The witness of fraternal union of Brothers and Partners is a source of encouragement for young people and the social environment.
- Our Lasallian Partners believe in us and welcome the opportunity to exercise their work as a ministry and as an expression of a Lasallian vocation.
- The complexity of the different experiences in the Institute regarding the growth or diminishment of Brothers, Partners, Associates, Volunteers, Students, and Institutions requires contextualised approaches to each setting.
- Institutions of Higher Education are expanding their involvement and contribution to the global Lasallian mission.
- Strong formation programmes for mission and accompaniment are necessary to ensure effective future leadership by Brothers and Partners.
- The Tercentenary celebrations were undertaken with zeal and originality throughout the Institute and Lasallian Family.

## V. Broad Strategic Decisions and Actions

- 1.18 Brother Superior and the General Council provided fraternal, organizational, personnel and financial support for:
- The strategic leadership of the International Council for Lasallian Association and the Educational Mission (CIAMEL).
  - The setting up an International Strategy Committee to provide general directions in mission and finance.
  - The setting up of an Ad Hoc Committee for the generation of funds to provide general directions for a global capital campaign.
  - The expansion of Higher education initiatives in Africa.
  - The educational works and communities responding to the call to go “Beyond the Borders.
  - The Tercentenary Year dedicated to Lasallian vocations.
  - The coordination of the International Volunteers and Young Lasallians.
  - The development of the different collaborative Fratelli Projects.
- 1.19 The Central government of the Institute has continued to seek opportunities to align and streamline operations, both within the Generalate and between the Centre and the Regions and Districts and Delegations. To that end, Brother Superior and the Council provided:
- Collaboration and empowerment of Secretariats and Councils to organize and publish key texts related to the Lasallian formation, mission, and association.
  - Organizational support for ongoing formation in the Region.
  - Organizational support to ascertain the current financial status of all Districts and Delegations.

## VI. Future Pathways

1.20 For the past eight years we have attempted to undertake this ministry of leadership with strategic and fraternal care. We have tried to carry out our work with humility and with confidence in God’s abiding and loving presence as we sought to build the Reign of God. As stated in “*Our Vision. Our Passion. Our Future.*” (Lasallian Reflection 6), we see evidence of growth and are grateful for the emerging positive trends within the Institute and Lasallian family that are moving us towards a creative future. These include:

- The developing influence and leadership of women in the Lasallian mission.
- The focus of formation programmes on association for mission, grounded in the founding charism, vocation, and community.
- An increasing worldwide awareness about St John Baptist de La Salle and our 340-year heritage.
- The expanding openness of Brothers to live their fraternity in intercultural, inter-congregational and mixed communities.

1.21 In view of these emerging trends and challenges that we have identified from our experience in recent years, we believe that new Institute leadership will need to devote ongoing attention to the following aspects of Institute life and the Lasallian Family:

- The Centre of the Institute needs to take a more proactive role in generating life and creativity in Districts/Sectors needing more attention in various areas, such as, but not limited to:
  - The development of legal and canonical structures in each District to provide for a clear distinction between the Lasallian mission and the patrimony of the Institute and the support of the Brothers and their communities
  - The animation of Brothers and Lasallian communities
  - The formation of Brothers and Partners
  - The formation of District/Delegation Bursars

- The provision of appropriate services and accompaniment at Regional/District/Sector levels to assist leadership when there are no longer competent Brothers available
- The empowerment of Districts/Sectors to sustain the Lasallian mission and develop the Lasallian charism when there are no longer Brothers active in the mission.
- There is a need for greater collaboration between Districts within and across Regions to make the “Beyond the Borders Projects” viable and sustainable.
- The formation of new Brother Visitors to equip them for the dynamic environment in which our fraternity and ministry is lived.
- The continued progress towards a governance structure with meaningful autonomy for the Lasallian Family and Association in the Institute.
- The continued critical reflection on Lasallian spirituality by Brothers and Partners to promote dialogue and creative fidelity to the Lasallian charism.
- The continued critical reflection and assessment of the different Lasallian Family models that exists across the Institute.
- The discernment for creative innovation in response to the effects of the pandemic throughout the Institute – for example, to address concerns about mission effectiveness and well-being; taking steps to create a sense of community in a digital age; fostering connection and belonging among all Lasallians through digital tools; response to the well-being challenges posed by the shift to distance work and education.

# ***Chapter 2***

*The International Council  
for Lasallian Association  
and the Educational Mission  
(CIAMEL)*



## I. Brief history

- 2.1 Based on the recommendation of the 2<sup>nd</sup> International Assembly of the Lasallian Educational Mission (AIMEL 2013), the 45<sup>th</sup> General Chapter approved Proposition 12 that called for the creation of the *International Council for Association and the Lasallian Educational Mission* (CIAMEL). On February 20<sup>th</sup>, 2015, the General Council approved the statutes of this new Council. Following the appointment of representatives from the Regions, the International Association of Lasallian Universities (IALU) and the International Council of Young Lasallians (ICYL), the first meeting of the Council was held from 1<sup>st</sup> to 5<sup>th</sup> October 2015.
- 2.2 According to its Statutes, *“the International Council for Lasallian Association and the Educational Mission (CIAMEL) is a deliberative and collaborative body of Brothers and Partners representing the worldwide Institute. It is established for the animation and direction of all existing and future educational programs that embody the Lasallian Mission. CIAMEL’s work reflects the ambition of assuring a hopeful future for every student confided to our care, especially the poor and most vulnerable”*.<sup>1</sup>
- 2.3 The stated strategic goals of the Council are:
- To carry out the prioritized lines of action proposed by the International Assembly for the Lasallian Educational Mission (AIMEL 2013), and to evaluate their impact particularly regarding the service to the poor and most vulnerable.
  - To implement the propositions of the 45<sup>th</sup> General Chapter related to CIAMEL’s mandate.
  - To develop a prophetic vision for the Lasallian network based upon worldwide studies on current realities and possibilities for the future.<sup>2</sup>
- 2.4 The stated operational goals of the Council are:
- To identify the District and Regional structures of the Lasallian educational mission that already exist and to foster their formation in places where they do not exist.

<sup>1</sup> Statutes of CIAMEL – (1)

<sup>2</sup> Statutes of CIAMEL – (2.1)

- b. To support and to consolidate good administration in existing works to assure their viability.
- c. To support and encourage educational projects on the international level in favour of the most vulnerable.
- d. To network with Lasallian universities and Centres of higher education with a view to strengthening links, pooling resources, and encouraging research for the benefit of the Lasallian Mission.
- e. To promote the integral formation of all Lasallians with a view to fostering a deeper understanding and broader implementation of the Lasallian mission.
- f. To strengthen the Lasallian network of ministries in accordance with the criteria of solidarity and interdependence.
- g. To bring together Lasallians from diverse sectors of the Institute to create ad-hoc committees for specific projects.
- h. To collaborate with the Secretariats of the Generalate on mission-related work.
- i. To develop a guide for institutional evaluation, based on criteria developed by the Secretariat of Association and Mission, to assess and strengthen the commitment of members in the ministries in the Lasallian educational network.<sup>3</sup>

## II. Membership<sup>4</sup>

2.5 The membership of the Council has evolved significantly over the years. Some changes were linked to members ending their mandates with organisations, for example, with IALU or with the ICYL. The Regional representatives have remained stable. To maintain appropriate gender representation and reflect the significant presence of Lasallian women in

<sup>3</sup> Statutes of CIAMEL – (2.2)

<sup>4</sup> **Current Membership:** Alisa Macksey, (Chair-RELAN), Jessica Ortega, (RELAL), Br Vinicio González (RELAL), Br Jesús Félix Martínez (RELEM), Collette Allix (RELEM), Rose Laetitia Dala (RELAF), Br Ferdinand Biziyaremye (RELAF), Fritzie de Vera (PARC), Br Andrés Govela (IALU), Keane Palatino (YL) **Guest with voice:** Heather Ruple Gilson (Co-secretary for Association), Br Francisco Chiva (Co-secretary for Association), Br Nestor Anaya (Secretary for Mission) **Accompanying General Councillors:** Br Rafael Matas, Br Gustavo Ramírez **Past Members:** Br Carlos Castañeda (RELAL), Merv McCormack (PARC), Br William Mann (RELAN), Antoine Beland (YL)

the Lasallian mission, Brother Superior appointed 3 additional women. Their presence not only ensured this important gender balance but also enriched the Council's reflection with new and original perspectives. Another significant change was the appointment of the new General Councillor for the Lasallian Family to accompany the Council, with voice but no vote, and the addition of the Secretaries for Association (2) and Mission (1) after their appointment.

- 2.6 Past and current members have made important contributions, not only to the Council's effectiveness, but also to the creation of an excellent working relationship. This climate facilitated the effective welcoming of new members and the necessary adaptations of the Council's interpersonal dynamics.
- 2.7 The Council recognises the need for a process of induction of new members to CIAMEL that should address such areas as an introduction to the Statutes, an overview of the Council's priorities, an explanation of the work style etc.

### III. Meetings

- 2.8 At the first meeting of the Council, and in accordance with its Statutes, the members decided to meet regularly, at least twice a year. Normally, these meetings coincided with the plenary sessions of the General Council to enable in-person updates on progress. This schedule of meetings was maintained until the COVID19 outbreak prevented face-to-face meetings after which meetings were held by videoconference.

### IV. Priorities

- 2.9 The following 6 priorities were adopted at the first meeting of the Council after careful study of the Propositions of the 45<sup>th</sup> General Chapter, the Propositions of the 2<sup>nd</sup> AIMEL, the orientations of Circular 470, and the operational goals indicated in the Statues of CIAMEL:
- a. To take responsibility for the elaboration of *the Declaration on the Lasallian Educational Mission*.

- b. To strengthen the understanding and experience of the Lasallian Association for the mission.
- c. To promote appropriate formation for all Lasallians involved in the Mission. To achieve this, the Council decided that, rather than update the current *Guide for Formation*, it would assume joint responsibility for the creation of a new and inclusive framework for formation of both Brothers and Lasallians.
- d. To identify structures for Mission and encourage their creation where they do not exist.
- e. To collaborate in the implementation of the Chapter's propositions on pastoral ministry.
- f. To direct the preparatory process and the implementation of the International Mission Assembly 2021.

## V. Working Style

2.10 The action plan designed by CIAMEL was presented to, and approved by, the General Council. CIAMEL decided to work collaboratively with other Secretariats in the Institute, with two Secretariats, Association for Mission and Formation, as well as with two Services, Lasallian Research and Resources and Communications and Technology.

## VI. Outputs

2.11 As determined by its priorities, CIAMEL initially focused particularly on the preparation of four important documents for the future of the Mission:

- *Declaration on the Lasallian Educational Mission. Challenges, Convictions and Hopes.*
- *Identity Criteria for the Vitality of Lasallian Educational Ministries.*
- *Lasallian Formation for Mission: The Pilgrim's Handbook.*
- *A Conversation for the Lasallian Family: Deepening our Identity.*

2.12 It is important to note that the Council's reflection leading to the publication of these documents was enriched by extensive contributions from the General Council along with other significant contributions from District Mission Councils, Regional Assemblies, identified experts, and others. These contributions (in the form of notes, ideas, suggestions etc.) provided rich input for the preparation of the various drafts.

### A. Declaration on the Lasallian Education Mission. Challenges, Convictions and Hopes.

2.13 This *Declaration* was produced in response to Proposition 17 of the 45<sup>th</sup> General Chapter.

#### The Process:

Three seminars and one International Session of Lasallian Studies (SIEL) were organised to promote reflection. These events brought together specialists in pedagogy, spirituality, catechesis, and the Rights of the Children. Later, in June 2017, CIAMEL appointed the following Writing Team to take responsibility for preparing the successive drafts<sup>5</sup>:

- Mr Maximilian Roeckl (Austria)
- Br Gerard Rummery (Australia)
- Br Alfonso Novillo (Spain)
- Br Carlos Gómez (Colombia)
- Br Nestor Anaya (Rome)

This Writing Team was accompanied by Br Gustavo Ramírez, General Councillor.

#### The Themes:

The Declaration's central themes address the following:

- Our Living Lasallian Heritage
- Participants involved in the Lasallian Mission
- Inspiring and enduring fundamentals of the Lasallian Educational Heritage
- Looking to the future. Challenges of the Lasallian Educational Mission

<sup>5</sup> See also the Editorial Team and Consultants in *Identity Criteria for the Vitality of Lasallian Educational Ministries*, p. 2.

### The Purpose:

The purpose of this work is to provide a better understanding of the Lasallian Mission today and to serve as a basic reference for the development of that Mission in the years to come. It is hoped that its positive influence will extend far beyond the 46<sup>th</sup> General Chapter and the 3<sup>rd</sup> International Mission Assembly and that future generations of Lasallians will find inspiration and creative approaches in it to respond to new needs.

## B. Identity Criteria for the Vitality of Lasallian Educational Ministries

2.14 The *Identity Criteria for the Vitality of Lasallian Educational Ministries* was produced in response to Proposition 13 of the 45<sup>th</sup> Chapter.

### The Purpose:

The document is intended as a tool that allows Lasallian educational works to:

- Analyse their educational practice in the light of Lasallian characteristics.
- Promote Lasallian identity and vitality to ensure continuous improvement.
- Strengthen and promote unity in our Lasallian educational approach worldwide.

### The Process:

This document makes use of the experience of several Districts that already have structures in place for the evaluation of their educational centres<sup>6</sup> and a systematized study by Brothers and lay partners with wide experience in international quality assurance and accreditation of educational institutions<sup>7</sup>.

### The Themes/Topics:

The first part of the document describes the identity criteria for the vitality of Lasallian educational ministries, while the second part offers a methodology for using the material as a tool for continuous improvement.

<sup>6</sup> See under “Special Thanks” in *Identity Criteria for the Vitality of Lasallian Educational Ministries*, p. 2.

<sup>7</sup> See under “Consultants” and “Special Thanks” in *Identity Criteria for the Vitality of Lasallian Educational Ministries*, p. 2.

The draft was presented to the Brother Visitors during the Intercapitular Session, in March 2018, to receive feedback. Later, some selected Lasallian institutions and District Leaders (Brothers and colleagues) helped to validate the document, either by studying it or by applying the instruments presented in it.

## C. Lasallian Formation for Mission. The Pilgrim's Handbook

2.15 The work on the *Guide for Formation* emerged from Proposition 31 of the 45<sup>th</sup> General Chapter which called for its revision and updating. The Secretariat of Formation and CIAMEL worked together on this project following the guidelines proposed by the General Chapter.

### The Purpose:

Following the orientations of the 45<sup>th</sup> General Chapter and the International Mission Assembly of 2013, the *Guide for Formation* was intended to offer a framework for providing formation that fosters the identity and promotes the unity of all Lasallians.

### The Process:

CIAMEL and the Secretariat of Formation agreed to prepare a single *Guide for Formation* for all Lasallians, Brothers and Lay People. Following that decision, the main topics were identified along with those experts who might be invited to prepare the document. The Secretariat of Formation then formed a writing and revision committee that developed several drafts before elaborating the final document. During the Intercapitular Session of 2018, the Secretariat of Formation presented a draft for observations and recommendations from the Brother Visitors. Many lay partners worldwide with responsibilities for formation were then invited to offer their suggestions for the improvement of this draft.

At the end of this long and enriching process, *the Guide* was presented for approval to CIAMEL and the General Council with the title: *Lasallian Formation for Mission; the Pilgrim's Handbook*. The handbook is already available in different formats and has been a helpful tool for formation sessions in different Regions and Districts.

## D. A Conversation for the Lasallian Family: Deepening our Identity

2.16 This document invites all Lasallians to reflect on their identity in the light of some significant earlier publications, for example:

- *Lasallian Association: The Story Continues*. MEL Bulletin 2 (2003)
- Associated For the Lasallian Educational Mission. Institute Bulletin 250 (2005)
- *Bases for a current model of Lasallian Family*. *Lasallian Essays* 4 (2008)
- Circular 461 - *Associated for the Lasallian Mission, an act of HOPE* (2010)

2.17 CIAMEL decided to produce this document as a contribution both to ongoing discussions on Association and the Lasallian Family and the evolution of Charismatic Families as an emerging trend in the Church. It has been 10 years since the last publication on Association, and more than 30 years since the Institute began talking about the Lasallian Family, but the need to continue to dialogue on key issues remains. This document serves as a tool for the whole Lasallian Family to reflect on issues such as<sup>8</sup>:

- Who are we as Lasallians?
- What gives meaning to our life? (Lasallian spirituality)?
- What is central to our educational mission today? (Touching hearts and teaching minds)?
- What formation do Lasallians need today?
- What is our sense and expression of belonging?
- How do we need to organize ourselves in the future in a spirit of creative fidelity?
- What organisational structure, in keeping with creative fidelity, do Lasallians need for the future?

2.18 Both CIAMEL and the General Council responded to the various drafts of this document. In October 2019, over 50 Brothers and Lay People offered feedback and reflection during a formation programme focused on Association.

2.19 These four documents have been well received throughout the Institute. However, there are challenges in realizing the vision proposed in them and ensuring that they do not simply “*sit on the shelf to gather dust*”!

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<sup>8</sup> See *A Conversation for the Lasallian Family: Deepening our Identity*, p.7

It is important that each District/Delegation finds ways to disseminate and implement these documents without delay in all their educational communities to inspire present and future Lasallians.

## E. 3<sup>rd</sup> International Assembly of the Lasallian Educational Mission (3<sup>rd</sup> AIMEL)

### The Preparatory Commission:

2.20 In accordance with the Council's priorities, and after dialogue with the General Council, CIAMEL assumed responsibility for the preparation of the Assembly. A sub-committee was created to prepare and submit a proposal to CIAMEL for the organisation of the Assembly. This proposal included contents, participants, logistics etc.

### The theme:

The 3<sup>rd</sup> AIMEL has three strategic axes, along with an implementation strategy, giving rise to the title: *Identity – Vitality–Transformation: Together, We Make it Possible*<sup>9</sup>.

Because of the pandemic caused by Covid-19, the 3<sup>rd</sup> AIMEL was rescheduled twice. Finally, the Preparatory Commission and the General Council decided to hold the Assembly in two sessions: one virtual and the other in person. The virtual session was held between November 10, 2021, and April 1, 2022, while the face-to-face session is scheduled to be held in Rome, from October 29 to November 4, 2022.

The aims of the 3<sup>rd</sup> AIMEL are:

- To evaluate the implementation of the decisions of the 2<sup>nd</sup> AIMEL (2013).
- To propose lines of action for the future of the Association and the Mission to the 46<sup>th</sup> General Chapter.<sup>10</sup>

### Participation:

During the preparatory phase, all Lasallians were invited to participate in different ways, for example, by sending notes, contributing to the District evaluation of the implementation of the 2<sup>nd</sup> AIMEL (2013), and by elaborating proposals. Unfortunately, in some areas of the Institute, the evaluation of the implementation of the 2<sup>nd</sup> AIMEL (2013) did not always

<sup>9</sup> AIMEL 2020 1<sup>st</sup> Communication Letter, July 12, 2018

<sup>10</sup> AIMEL 2020 2<sup>nd</sup> Communication Letter, December 14, 2018.

engage lay partners. Delegates from each Region were invited to send propositions for the 3<sup>rd</sup> AIMEL 2021.

**Outcomes:**

The propositions from the 3<sup>rd</sup> AIMEL will be presented to the 46<sup>th</sup> General Chapter for ratification while the lines of actions and strategies for implementation will be developed during the face-to-face session.

**F. Support for Districts**

2.21 CIAMEL and the Secretariat for Association and Mission have also responded positively to requests from Districts to support them in the development of local Mission structures with particular emphasis on ensuring greater participation of Partners in the Lasallian Educational Mission with voice and vote.

## ***VII. Future Pathways***

**A. For the 3<sup>rd</sup> AIMEL**

1. Develop structures that affirm and empower the leadership and authority of CIAMEL to promote Association for the Mission at different levels of the Institute.
2. Ensure that the propositions of the 3<sup>rd</sup> AIMEL are binding on all Districts/ Delegations and develop a system of transparency and accountability through annual reporting to CIAMEL.
3. As a way of making CIAMEL better known, clarify the relationships and responsibilities between it and Mission Councils in Districts/Delegations and Regions.

**B. For the 46<sup>th</sup> General Chapter**

1. The 46<sup>th</sup> General Chapter ratifies the propositions of the 3<sup>rd</sup> AIMEL.
2. The 46<sup>th</sup> General Chapter mandates the creation of a system of transparency and accountability to CIAMEL at District/Delegation and Regional levels to insure the implementation of the propositions of the 3<sup>rd</sup> AIMEL.
3. The General Chapter mandates the incoming Institute Administration

to continue to clarify relationships, responsibilities, and direct lines of reporting between CIAMEL and the General Council and the Secretariat for Association and Mission.

### **C. For CIAMEL**

1. Revise and update the Statutes of CIAMEL to state its responsibility clearly and explicitly for the animation and direction of Association in the Lasallian Family.
2. Following the directions of the 46<sup>th</sup> General Chapter, work with the General Council and the Institute Secretariats to clarify relationships and specific responsibilities between different bodies involved in the animation of the mission.
3. Review the functioning of CIAMEL in relation to the expectations placed on membership and make proposals to the 3<sup>rd</sup> AIMEL, for example
  - o Are the time commitments of CIAMEL members reasonable since many have full-time responsibilities in their own Districts?
  - o Should CIAMEL have one or two full time positions?
  - o Should CIAMEL membership be restricted to Lasallians with District or Regional responsibilities?
4. Incorporate the outcomes of the 3<sup>rd</sup> AIMEL and the 46<sup>th</sup> General Chapter in the agenda for CIAMEL's meetings.
5. Coordinate CIAMEL's agenda with that of the local Mission Councils or District Councils where there are no Mission Councils.
6. Ensure the representation of the Secretariat for Formation on CIAMEL.
7. Ensure that CIAMEL receives regular reports and updates from the Secretariat for Solidarity and Development.
8. Develop the work practices of CIAMEL so that it continues to function between face-to-face meetings making use, for example, of video conferences with simultaneous translation and other forms of online communication.
9. Expedite the appointment of new members and ensure effective transition between incoming and outgoing members.

# ***Chapter 3***

*Leadership and Governance:  
Our Pathway for a  
Collaborative Partnership*



“ **We seek structures of animation and government where the mission is carried forth by all those associated for the mission, where Lasallian Spirituality is shared and enriched, and where the Brothers fulfil their proper role.**”<sup>1</sup>

## **I. Context**

- 3.1 We are convinced that the relationship between leadership and governance is key to revitalizing Lasallian religious life, the Lasallian Mission, and the Lasallian Family. We want to address leadership and governance in two contexts: i) the life of the Brothers and ii) the vitality of the Lasallian Mission shared by Brothers and Lasallian Partners.
- 3.2 In both contexts, we will consider how Brothers and Partners collaborate to pursue the Lasallian Mission. Leadership includes how Brothers and Partners have exercised their authority and influence at the service of mission at all levels of the Institute and the Lasallian Family, regardless of the positions held. Governance encompasses the collaborative way Brothers and Partners elaborate policies, protocols, structures, and processes of decision-making and accountability. It influences how the Lasallian Mission is optimized at all levels. Based on this understanding of leadership and governance, we believe that Brothers and Partners, working collaboratively, have the prophetic challenge to lead and govern the Lasallian educational and evangelizing mission of the Church in the world today.

## **II. Critical issues:**

- 3.3 In the light of the above, Brother Superior and the General Council wish to highlight some of the key challenges that the Institute and Lasallian Family face in the immediate future:
1. The lack of available and qualified Brothers to undertake responsibilities in critical areas of District life such as, for example, as Visitor, as Bursar,

<sup>1</sup> The Documents of the 44<sup>th</sup> General Chapter, Rome, 2007, Section 3, 3.2.

as Community Director, or as formation animators. There are some significant canonical implications related to this challenge.

2. The expansion of the Lasallian Mission in the era of the laity, including in non-Catholic sectors of the Institute.
3. The sustainability of Regions, Districts and Delegations in the face of changing demographics and emerging challenges.
4. The reorganization of District structures to ensure Institute ownership or control of Lasallian educational works through properly constituted legal entities such as Foundations or Trusts.
5. The capacity of leadership teams to accompany Brothers and Partners through the essential changes necessary for District/Delegation to achieve a sustainable future.

### **III. Future pathways:**

3.4 Based on the experience of the last 8 years, Brother Superior and the General Council offer the following pathways for discernment by the General Chapter and the new Institute Administration.

1. **Pathway for the Sustainability of the Lasallian Mission:** In collaboration with CIAMEL, develop a process of intervention to ensure the integrity of the spiritual and apostolic traditions of the Lasallian Mission when Brothers are no longer active. This process will involve analysing the health and vitality<sup>2</sup> of Districts/Delegations and will include the following:

- the development of a criteria and protocol for assessing the health and vitality of a District/Delegation
- the assistance of the General Councillors, Secretariats and Services, along with Delegates of Brother Superior, to assist Districts/Delegations in responding to this assessment of health and vitality.
- the creation of whatever new models of governance are necessary

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<sup>2</sup> This refers to the capacity of the District/Delegation/Sector to effectively organize the Lasallian Mission and the animation of the Brothers with a view to a sustainable future. District health and vitality involves all key areas of District administration, e.g., leadership capacity; development of effective formation programmes, particularly for partners; financial resources necessary to support and sustain the Lasallian Mission and the animation of the Brothers etc.

to meet the organizational needs of those Districts/Delegations in transition.

- the implementation of governance structures for Districts/Delegations in transition that meet civil, canonical, and Institute requirements.
- the accompaniment of Districts/Delegations in transition with specific needs in areas such as leadership training, finances, vocation promotion, association for mission, etc.

**2. Pathway for Beyond the Borders (BTB):** Establish a process to ensure the sustainability of the Beyond the Borders projects and other priority Institute initiatives for the direct educational service of the poor. The process will include:

- The identification of specific projects for Institute attention, e.g., refugee children, internally displaced children, children in areas of conflict.
- The collaboration with recognized NGOs/religious organizations committed to delivering quality education in these areas.
- The provision of financial support for these projects.
- The appointment of Brothers and Partners to coordinate existing BTB projects and new initiatives.

**3. Pathway of Stewardship:** Brother Superior and the General Council endorse the recommendations of the Bursar General, the International Economic Council (IEC) and the International Strategic Committee (ISC). These recommendations are not primarily a request for funding or a better system of contribution. They cover everything from financial viability to fulfilling the Lasallian Mission effectively. They are best appreciated as a way of strengthening the current governance model in ensuring the overall Institute's direction and effectiveness and making the Lasallian Mission sustainable for the future. The recommendations are:

1. That the General Chapter approves the measures proposed in the ISC report to re-establish the Centre of the Institute as the key contributor to the sustainability of the Lasallian Mission.

2. That the General Chapter affirms the necessity to rebalance the elements of subsidiarity and co-responsibility between the Centre of the Institute and the Districts/Delegations.
3. That the General Chapter endorses the establishment of two funds:
  - o A Well-Being Endowment Fund to support the care of sick and elderly Brothers in Sectors where the support level is inadequate or unsustainable. It is recommended that the Centre of the Institute and Districts each contribute 6% of declared invested assets for this Fund.
  - o A Mission Endowment Fund to support the creation and consolidation of new educational works in service to the poor. It is recommended that the Centre of the Institute and Districts each contribute up to 3% annually of declared invested assets.

Brother Superior and the General Council will collaborate with the Secretariat of Solidarity and Development in its efforts to educate and inspire “Lasallian stakeholders” worldwide to complement District contributions.

4. **Pathway for Collaboration and Communion:** As foreseen by the 45<sup>th</sup> General Chapter<sup>3</sup>, the number of Districts has permitted Brother Superior to maintain close and direct contact with Brother Visitors. With the reduction in the number of Districts, the role of the General Councillor for a Region may need to be reviewed. For reflection by the General Chapter, we offer a flexible model that can facilitate the work of the Centre of the Institute:

The General Council will be composed of “not less than 6” Councillors (Rule 120). It will be the responsibility of the Brother Superior and his Council to design a governance model and organizational matrix based on geography and function (R, 125.1). The following guidelines are offered for consideration:

- Each member of the General Council oversees a Region and accompanies a specific function<sup>4</sup> in line with the priorities of the

<sup>3</sup> The Documents of the 45<sup>th</sup> General Chapter, 6.11.

<sup>4</sup> *Function* here refers to areas such as the following: the life of the Brother, formation and vocation, Lasallian family and association, communications, solidarity and development, finances, educational services, etc.

Institute. The General Council plenary meetings will be conducted both online and in-person throughout the year.

- Brother Superior and the General Council set the minimum expectations and common goals for each Region based on the priorities of the 46<sup>th</sup> General Chapter and ensure the means and resources to achieve it.
- Brother Superior and the General Council charge CIAMEL and the Secretariat for Association and Mission with responsibility for the Lasallian Family.
- Brother Superior and the General Council empower CIAMEL and the Secretariat for Association and Mission with the coordination of lay movements within the Lasallian Family and their formation within the framework of Association<sup>5</sup>. This includes programmes and strategies of accompanying Lasallians, specifically Directors of educational works and Lasallian communities.
- Brother Superior and the General Council empower CIAMEL and the Secretariats and Services with the coordination of the different initiatives approved by the 3<sup>rd</sup> AIMEL.
- Annual meetings, involving Brother Superior and the General Council, CIAMEL representatives, and Brother Visitors and Auxiliary Visitors, will be held to monitor the implementation of the directives of 46<sup>th</sup> Chapter.
- Brother Superior and the General Council, in collaboration with CIAMEL, oversee the implementation and evaluation of the process outlined in the *Pathway for the Sustainability of the Lasallian Mission* (see #1 above).
- Brother Superior and the General Council will evaluate the recommendations concerning the statutes and organizational set-up of CIAMEL and make the necessary changes.
- Brother Superior and the General Council will continue to make use of a strategic committee/Think-Tank to reflect, analyse, and propose innovations with a view to ensuring the implementation of the directives of the 46<sup>th</sup> General Chapter and the sustainability of the Lasallian Mission and the Lasallian Family.

<sup>5</sup> For additional information, see Circulars 461 and 475, and the Pilgrim's Handbook.

# ***Chapter 4***

*Association:*

*Our Pathway For Communion  
in Life and Mission*



“Behold, now is  
a very acceptable time”.  
2 Cor 6,2

## I. Context

- 4.1 Our body of Lasallian literature<sup>1</sup> and the diverse experiences<sup>2</sup> of Association is well developed and appreciated by many, including those outside the Lasallian Family. Association has been a central part of our journeying together and embracing our evangelizing mission as the People of God.
- 4.2 We know that the concept of Association has its own challenges and opportunities. We offer the following observations to the General Chapter as a way of facilitating this ongoing journey of Association:
- There is a need for a vision at all levels of the Institute that invites all to collaborative partnership, as *an invitation to walk together on the path towards full communion*.<sup>3</sup>
  - Reflection and praxis on Association can uncover powerful stories<sup>4</sup> and be a source of renewed synergy in the animation of communities of Brothers and Lasallian partners.
  - We are aware that terminology such as “Association” and “Associate” continues to be questioned by some Brothers and Sectors in the Institute.
  - We are also aware that the multiplicity of processes, models, and types of commitment need to be aligned to the approved criteria of the Institute<sup>5</sup>.
  - There is a need to develop a culture of Lasallian vocations and promote formation in Lasallian identity.

<sup>1</sup> Cf. Circular 461, pp.10-11; *A Conversation for the Lasallian Family: Deepening Our Identity*, p. 6

<sup>2</sup> Cf. Circular 461, p. 23; Circular 475 4.1; *Declaration on the Lasallian Educational Mission*. Rome 2020 p. 50, 70-71; District Annual Reports 2020; and Online conversations initiated by the Secretariat for Association and Mission in 2020 and 2021.

<sup>3</sup> *Synodality in the Life and Mission of the Church*, 9, (2018).

<sup>4</sup> Cf. Bulletin 254, *Stories of Hope... Associated for Our Lasallian Mission*.

<sup>5</sup> Cf. Circular 461, pp.43-45.

## II. Critical issues

4.3 In the light of the above, Brother Superior and the General Council wish to bring to the attention of the Institute two all-embracing topics.

1. **A Pathway for Walking Together:** District/Delegation Mission Councils need to develop a comprehensive accompaniment plan<sup>6</sup> that provides a path towards full communion and offers inspiration and creativity to the processes of Association to guarantee its continuity and coherence.<sup>7</sup>
2. **A Pathway of Interdependence and Collaboration:** The organizing principles of Association are interdependence and collaboration which are demonstrated in authoritative bodies such as AIMEL and CIAMEL. Ongoing conversations are required in both bodies to clarify roles, lines of authority, relationships, and boundaries as part of the journey towards a spirituality of communion in life and mission.

## III. Future pathways

4.4 Based on the experience of the last 8 years, Brother Superior and the General Council offer the following pathways for discernment by the General Chapter and the new Institute administration.

### 1. A Pathway for Walking Together

1. **District/Delegation Accompaniment Plan<sup>8</sup>:** Ensure that each District/Delegation develops an Accompaniment Plan that promotes the vision and development of communion in life and mission, the strengthening of Lasallian identity, and revitalizing Lasallian communities.

<sup>6</sup> The plan is mandated by the Brother Visitor, Mission Council, District Chapter, Mission Assembly, or any combination and equivalent thereof. The plan is linked to the directions of *Association of the 3<sup>rd</sup> AIMEL* and the 46<sup>th</sup> General Chapter; see also *Circular 475, Chapter 4 and Newsletter No. 42 of the Secretariat for Association and Mission*.

<sup>7</sup> Cf. *Circular 475, Chapter 4, p. 56*.

<sup>8</sup> Cf. Report of the Secretariat for Association and Mission: At the District/Regional level: E.1 and E.2; taking into consideration recent documents like *Circular 475, The Pilgrim's Handbook*, and direction of the 3<sup>rd</sup> AIMEL.

**2. Supporting Districts/Sectors in their Animation and Formation<sup>9</sup>:**

Establish a process of coordination between CIAMEL and the Secretariats for Formation, and Association and Mission to support Districts/Delegations in organizing their Accompaniment Plan and formation programmes.

**3. Evaluation of the Accompaniment Plan:** The Centre of the Institute will organize sessions that evaluate the Accompaniment Plan of the Districts/Delegations every two years. The evaluation will include contributions from the following:

- The General Council
- CIAMEL
- The Secretariat for Association and Mission
- Brother Visitors and their teams.

**4. Formation of Brothers in Association.** With a view to developing an awareness of the vision and global character of the Institute, and a sense of belonging to the Lasallian Family, the Centre of the Institute will coordinate the programme and the formative experiences of significant stages in the formation of Brothers. This will include:

- The development of inter-District novitiate programmes across Regions based on three official languages of the Institute.
- The development of an annual programme for those preparing for final vows. Following Final Profession, the Brother Superior in coordination with the Brother Visitors will be free to appoint these Brothers outside their country of origin for a limited period.
- The inclusion of opportunities for significant intercultural community life experiences, and the learning of one of the official Institute languages from an international accredited foreign language programme, during the Postulancy and the Scholasticate.

<sup>9</sup> Cf. Report of the Secretariat for Association and Mission: E-For the Secretariat, 1-3.

- The development and delivery of formation programmes and formative experiences that involve members of the Lasallian Family as resource persons in formation on the theme of Association.
- The development of an annual programme for those Brothers who have a minimum of 20 years of final profession. The programme will involve spiritual renewal, personal growth, theological updating on “*communion in mission*”, Lasallian themes, etc.

## 2. A Pathway of Interdependence and Collaboration

1. **3<sup>rd</sup> AIMEL<sup>10</sup>**: The General Chapter will ratify the propositions of the 3<sup>rd</sup> AIMEL.
2. **3<sup>rd</sup> AIMEL Orientations**: The Centre of the Institute will offer support to Districts/Delegations to facilitate the implementation of the outcomes and orientations of the 3<sup>rd</sup> AIMEL.
3. **Accountability<sup>11</sup>**: The Centre of the Institute will support Districts/Delegations in developing an accountable evaluation process of the local implementation of the proposals of the 3<sup>rd</sup> AIMEL.
4. **Sustainability**: The Centre of the Institute will propose a financial model for sustaining the operations of CIAMEL and its role in overseeing the outcomes and orientations of 3<sup>rd</sup> AIMEL.

<sup>10</sup> Cf. Report of CIAMEL VII.B.4.

<sup>11</sup> Cf. Report of CIAMEL: VII.A.2 and 7.B.5.



# *Chapter 5*

*Conclusion*

Greta Thunberg was tapping into a widespread yearning for meaning about the world’s future that we, as Lasallians, cannot afford to ignore. Addressing the UN Climate Action Summit in New York, she said:

“***This is all wrong. I shouldn’t be up here. I should be back in school on the other side of the ocean. Yet you all come to us young people for hope. How dare you! You have stolen my dreams and my childhood with your empty words.***”<sup>1</sup>

Climate change, the world health crisis, the scarcity of jobs, the search for meaning, poverty, and nuclear threats are among the many issues that young people face today. They are going to have to navigate these issues and create community in ways different to any generation before them. The enormity of the challenge is starkly expressed by Pope Francis when he observes: *“Even today, after a second disastrous war, we can perhaps talk of a third one, a “piecemeal war” fought with crimes, massacres and destruction.”*<sup>2</sup> These disturbing realities are the context in which many of our Lasallian educational projects unfold.

In the light of these realities, it is imperative that we ensure that our educational projects are really responding to the emerging new needs post-pandemic. We are all aware that the Lasallian story and its educational mission did not emerge in a trouble-free environment. They emerged from the heartrending situations of human and spiritual distress and were the response of redemptive love to the cries and hungers of 17<sup>th</sup> century Rheims.

As Brothers and Partners, associated in the Lasallian mission, we enable young people to fulfil their potential in our educational communities. Lasallian education seeks, above all, to promote human development and evangelisation. As the Institute emerges from this pandemic, we are called to

<sup>1</sup> Climate activist Greta Thunberg, 16, addressed the U.N.’s Climate Action Summit in New York City on Monday September 23, 2019.

<sup>2</sup> Pope Francis’ homily at a memorial to 100,000 Italian soldiers at Redipuglia cemetery near Slovenia.

be committed to Lasallian education more than ever. All of us, Brothers and Partners, have much to contribute to this evolution and much to learn from each other.

Today, our Lasallian Family stands for pluralism, diversity, and a sensitive inclusivity. In these challenging times, we are called to be experts and witnesses to communion at the local level, capable of being brothers and sisters to each other, valuing the dignity of each person and their vocation. Committed to a common educational project, we Lasallians can create laboratories of communion in mission, mutually enriched and sustained by the complementarities of our different vocations and our common journey.

If, like the Founder, we embrace this journey of communion in life and mission, we will be prophetic. We will respond creatively in ways that will truly make the education we offer a sacrament of salvation for the world of young people. Using the three core values that shape the Lasallian story, we have a lens with which to discern and respond to the cries and hungers of our contemporary world:

- In faith - we respond to the cries and hungers for meaning, purpose, and spirituality
- In service - we respond through education to the cries and hungers, particularly of the young, by giving ourselves selflessly to those who are vulnerable or most in need
- In communion - we respond to cries and hungers for solidarity and for the pursuit of the common good that our world needs so much

In the Jewish tradition, the phrase *"tikkun olam"* is often translated as "the repair of the world" and is associated with the activity of God to which human beings are called. It is an apt metaphor for all of us who live our Lasallian vocation in a world broken by pandemic, violence, poverty, exclusion, and the degradation of the earth. Through our complementary Lasallian vocations, we are all called to a pathway of co-responsibility as our way of "repairing" the world in the interests of young people.

The 46<sup>th</sup> General Chapter affords us the opportunity to determine how we Brothers, with our Lasallian Partners and educational communities, are collaborating in this redemptive work. We have to ensure that we are committed to building clear, measurable, and achievable pathways of solidarity, inclusion, integration and innovation which have been consistent hallmarks of the Lasallian educational mission since the time of the Founder, and which are all the more necessary in our challenging post-pandemic world.





# *Appendix A*

## *Secretariat for Association and Mission <sup>1</sup>*

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<sup>1</sup> Heather Ruple Gilson, Keane Palatino, Br Paco Chiva, Br Nestor Anaya

## A. Summary

1. In the area of Lasallian Educational Mission and Association we have worked closely with the International Council for Lasallian Association and the Educational Mission (CIAMEL) and in collaboration with the other Secretariats and Services of the Institute to respond to the propositions of the 45<sup>th</sup> General Chapter and the Second International Assembly of the Lasallian Educational Mission (AIMEL).
2. Among the main projects of the Secretariat, in collaboration with CIAMEL, have been the publications of the *Identity Criteria for the Vitality of Lasallian Educational Ministries*, the *Declaration on the Lasallian Educational Mission*, and *The Conversation for the Lasallian Family: Deepening our Identity*. Every member of the Secretariat served on the sub-committee responsible for implementing the vision of CIAMEL for the 3<sup>rd</sup> AIMEL and were available to support Regions during the Assembly's preparatory stage.
3. The structures of Mission at District and Regional levels (e.g., Mission Assemblies, Mission Councils, Network of people responsible for the association, Young Lasallian Councils) have been very important in ensuring the sustainability of the Mission. The Secretariat was able to respond to requests for accompaniment by Districts regarding the outcomes of Mission Assemblies and the needs of Mission Councils.
4. In terms of promoting Association, the contact persons in the Districts have been very helpful. We have been present in many Districts and offered formation focused on developing better plans for Association at the local level. Some Districts have well established processes and programmes already in place to promote the process of Association, but they are the exception.
5. The Young Lasallian movement continues to grow and develop throughout the Lasallian world with great energy and creativity. The International Coordinator of Young Lasallians has focused on the accompaniment of leaders at all levels. The Secretariat highlights the importance of maintaining personal contact with local leaders engaged in youth work and the pastoral ministry of vocations.

6. The process of integrating into one Secretariat the three areas of our responsibilities, with different activities and projects, is ongoing.
7. The process of clarifying roles, lines of reporting and responsibilities has been an ongoing conversation among the three groups: the Secretariat for Association and Mission, CIAMEL, and the General Council. Since this is something that continues to evolve, the reporting relationships have been very fluid and can be unclear at different times.

## ***B. Targets Achieved***

1. Mission Assemblies and Councils at different levels of the Institute have facilitated the development and implementation of the General Chapter propositions. They have also responded to new challenges, particularly those created by the Covid-19 pandemic. (C.469, Proposition 11)
2. The Secretariat has been involved in the development of the International Council for Lasallian Association and the Educational Mission (CIAMEL). CIAMEL was requested by the General Chapter to guide and animate the Lasallian Mission and Association. (C. 469, Proposition 12)
3. The Secretariat has strengthened the Institute's relationship with The International Catholic Child Bureau (BICE) thanks to its involvement at management and organizational level. This has led to joint activities between BICE and some Regions and Districts and has increased Lasallian membership of BICE. (C. 469, Proposition 14; C. 470, strategy 2.3)
4. The Secretariat has been able to develop a realistic picture of Association in the Institute following visits to 24 Districts/Delegations. The focus of our accompaniment during these visits has been on the strengths and challenges of Association at local level. We have responded to these challenges with presentations and regular reflections. We have evaluated these visits and presented a report to the General Council. Additionally, a series of online conversations on Association and Lasallian commitment between November 2020 to June 2021 were also very important in helping us to understand the development of Association in the Institute. (C. 469, Proposal 5; C. 470, strategy 2.1)

5. The Secretariat has established a solid network of those responsible for Association in each District and has made use of a monthly newsletter (37 to date) to support this network, promote shared reflection, and publicise diversity and best practice in Association throughout the whole Lasallian Family. (C. 469, Proposition 6)
6. The Secretariat has ensured that a representative of the International Association of La Salle Universities (IALU) has been appointed to the International Council of Young Lasallians. (C. 469, Proposition 10)
7. The Secretariat has established a VEGA Working Group<sup>1</sup> to review the objectives and content of the Young Lasallian Formation programmes in the light of the *Lasallian Formation for Mission: A Pilgrim's Handbook*. (C.470, Proposition 2.5)
8. The Secretariat has established contact with Young Lasallian representatives/coordinators in various Districts, Universities and Schools and developed the four Areas of Priority of the International Council of Young Lasallians (ICYL): i.e., culture of vocations, service with poor, communications and networking, and sustainable organizational growth. (C. 469, Proposition 10, C.470)
9. The Secretariat has launched a global online community for Young Lasallians through the *Indivisa Manent* project in partnership with the World Union of La Salle former students (UMAEL).
10. The Secretariat undertook work with a group of women to develop a needs assessment of Lasallian women in the Lasallian Family.

## C. Critical Processes

1. The selection and appointment of the members of the Secretariat was a slow and difficult process despite the centrality and strategic importance given to the Association for Mission by both AIMEL 2013 and the 45<sup>th</sup> General Chapter. It was not until September 2018 that the Secretariat team was complete.
2. The collaboration between the Secretariat and CIAMEL resulted in better processes in the implementation of the General Chapter

<sup>1</sup> *Vedere, Giudicare, Agire* - an Italian acronym meaning “See, Judge Act”.

propositions. Both offered complementary expertise as well as shared commitment in advancing Lasallian association and mission.

3. To promote the shared mission, the Secretariat focused on the following important elements: planning and strategizing, having quality formation for Lasallian Partners, creating effective Mission Councils, reviewing how Partners participate in decision-making with voice and vote, organizing processes for accompaniment, and promoting Lasallian Vocations.
4. The progress in understanding and living Association across the Institute varies from one District or country to another. Also, there has been confusion in the use of terms such as “Associate”, “Partner”, “de facto Associate”, “Lasallian Family”, etc. What has been helpful has been the ongoing discernment and discussion in different forums, along with flexibility and adaptation, to facilitate a better understanding of Association at the local level.
5. The Secretariat organized various online sessions, meetings, and programmes in response to the cancellation of face-to-face sessions. This shift to online processes has enabled members of the Secretariat to be more available to different networks and groups throughout the Institute.

## **D. Outputs**

### **1. Documents and Publications:**

- *Declaration on the Lasallian Educational Mission. Challenges, Convictions and Hopes.* (C. 469, Proposition 17; C. 470, strategy 2.1)
- *Identity Criteria for the Vitality of Lasallian Educational Ministries.* (C. 469, Proposition 13; C. 470, strategy 2.1)
- *A Conversation for the Lasallian Family: Deepening our Identity*
- Four MEL Bulletins No. 52-55. (C 469, Proposition 15, strategy 2.2)
- Three issues of the Electronic Journal of the Institute: Issues 1, 2016; 2 and 3, 2018. (C 469, Proposition 12, 14 and 15, C 470, strategy 2.1, 2.2, 2.3)

- “*Lasallian Women: Pathways on the Vocational Journey towards Association*” (Digital Journal of Lasallian Research No. 16)
- Report to the General Council and CIAMEL on the state of Association in the Institute including recommendations.
- Publication of 37 newsletters on Association.
- The launch and maintenance of an Association Facebook page and the maintenance of Young Lasallian social media platforms.
- Collaboration with the General Council to produce Circular 475 – *From Hope to Commitment – Understanding Lasallian Vocations*.

## 2. Events:

- World Congress of Lasallian Education in Mexico in 2019. (C 469, Proposition 12; C 470, strategy 2.1)
- Collaboration with the International Congress of Education in Cochabamba
- Assemblies and meetings of Young Lasallians in various Regions and Districts
- International Symposium of Young Lasallians (ISYL) (Rome, November 2021)
- International Lasallian Days for Peace (ILDLP)
- Stand Up and Serve Campaign (Young Lasallians)
- Lasallian Days at the World Youth Days (Krakow 2016 and Panama 2018)
- Between November 2020 and June 2021, a series of online conversations about Association and Lasallian commitment to create a SWOT analysis of Association in the Regions for the Lasallian Family.

### 3. Lasallian Formation Programmes and Workshops:

- Code of Ethics for the staff of the Generalate
- *Great Things are Possible: Lasallian Association for the Future*, Lasallian Formation Session with participants from 27 Districts. (Rome, October 2019)
- Creative Fidelity Workshop (Rome, May 2019)
- Presentation on Association at the International Congress on Education in Cochabamba and Mexico
- Formation presentations and reflections on Association for Brothers and Lasallians in various Districts: e.g., Sector of Peru, District of Bogotá, Lasallians in Italy, Community Directors in Poland, Central Europe, Ireland, Great Britain, and Malta; Congress on Vocation Ministry in RELEM
- Workshop on Association at the Congress of Associates in ARLEP
- The creation of an Institute Lasallian Spirituality Group.

## E. Future Pathways

### At the District/Regional level:

1. The General Chapter should ensure that each District has an effective programme of formation in Lasallian identity for Brothers and Lasallian Partners with the necessary resources for its implementation.
2. The General Chapter should ensure that each District develops a tool, with concrete indicators, to enable it to evaluate its structures for shared mission and Association.

### At the Institute level:

1. The General Chapter must clearly define the lines of reporting, and the different responsibilities, between key Institute administrative structures, such as, AIMEL and CIAMEL. Among issues to be addressed include:

- o What responsibilities should be reserved for the General Chapter and what responsibilities should be reserved for AIMEL?
  - o What areas of responsibility should be reserved for CIAMEL?
  - o What are the lines of reporting between the Secretariat, CIAMEL, and the General Council?
  - o Given that only Brothers participate and vote in the General Chapter, can the General Chapter decide for the whole Lasallian Family without the participation of Lasallian partners? What, then, is the role of the General Chapter in the Lasallian Family?
2. The General Chapter must ensure that the structures of animation and government of the Lasallian Mission at all levels of the Institute continue to empower all Lasallians by engaging them in decision-making and leadership. These structures should be representative of the whole Lasallian Family acknowledging the growing contribution and expertise of Lasallian women and Young Lasallians in the Lasallian Mission and in a more comprehensive and inclusive understanding of Lasallian vocation and association. In this connection, we hope that serious consideration will be given by the Centre of the Institute to the global needs' assessment of women in the Lasallian Family.
  3. The General Chapter must empower AIMEL to set directions for Mission, Association, and Lasallian Vocation to enable it to animate the Lasallian Mission.
  4. The Centre of the Institute should continue to maintain the full-time position of International Coordinator of Young Lasallians and allow the International Council for Young Lasallians to enlarge membership as appropriate.

**For the Secretariat:**

1. The Secretariat will continue to collaborate with the Secretariat of Formation to develop formation and accompaniment plans and programmes for the Lasallian Family.

2. The Secretariat will develop a reflection on Lasallian Community and offer guidance on the different community experiences to be found within the Lasallian Family.
3. The Secretariat will create an Ad Hoc group to develop a vision for the future of the Brother's vocation in the context of Association, Shared Mission and Lasallian community

The Secretariat recognises that, in the coming years, several ageing Districts will have serious challenges that will need immediate attention in areas such as leadership, structures, governance, and finance. Strategic decisions will be required to support the mission in these Districts with the help of competently formed Lasallians and adequate financing.





# *Appendix B*

## *Secretariat for Formation <sup>1</sup>*

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<sup>1</sup> Br Luis Bolivar, Br Sylvain Cosimbo, Br Paulo Dullius, Br Robert Schaefer

## A. Summary

1. During the intercapitular period following the 45<sup>th</sup> General Chapter, our Secretariat for Formation has undergone a significant transformation in both structure and focus. Previously, the Secretariat was responsible for the ongoing support and coordination of the houses of initial formation throughout the Institute, with each member of the Secretariat responsible for Regions designated by language. After the 45<sup>th</sup> General Chapter, the CIL community was integrated into the Secretariat, and it was re-organized to reflect and organize a more comprehensive and holistic vision of formation. This includes the pastoral ministry of vocations, the initial formation of Brothers, the ongoing and continuing formation of professed Brothers, and mission formation of Lasallians. Formation programmes and services provided by our Secretariat also moved beyond the confines of the Generalate to allow the team to be present in the Regions and Districts. The traditional CIL programme that had been a significant part of many Brothers' experiences was reorganized and replaced by shorter formation programmes focused on specific themes identified by the General Chapter and General Council and were intended for both Brothers and Lasallians. In addition to the programmes offered at the Generalate, we have also assisted with Regional formation programmes.
2. With the reorganization of the Secretariat, the accompaniment of the houses of initial formation of Brothers has been infrequent and, as a result, the connection between the Secretariat and the activities of initial formation has been reduced. The role of the Secretariat should be to ensure a certain coherence in the universal Lasallian culture that unites the Institute. Without this attention, diversity of experience could jeopardize the unity of the Institute.
3. Because the pastoral ministry of vocation promotion is greatly determined by local contexts, the implementation of several of the General Chapter's propositions related to Lasallian vocations is determined on the local level. An International Ad Hoc Commission was established to share best practices, offer some resources, and share insights for the writing of Circular 475. We also planned and

offered a formation programme for Brothers and Partners working in youth ministry and pastoral ministry of vocations in Nairobi, Kenya in November 2018. One of the goals of this session was to strengthen the network among this important group.

4. The global pandemic forced the cancelation of some formation programmes. In response, the Secretariat has begun developing a platform to offer online formation courses to various groups.

## **B. Targets Achieved**

1. We re-organized the Secretariat and CIL to include a new comprehensive vision of Lasallian Formation.
2. In working with the Councillors with responsibilities for the Regions to “*promote within the Districts the strengthening and creation of programmes to train formation personnel,*” we provided ongoing support when invited by Regions and Districts to either support or facilitate such programmes.
3. We have developed a more comprehensive and coherent vision of Lasallian formation with the other Secretariats through the process of writing *Lasallian Formation for Mission: A Pilgrim’s Handbook*. We worked closely with the Secretariat for Association and Mission with the formation session held in October 2019.
4. We developed a new framework for Lasallian formation with the publication of *Lasallian Formation for Mission: A Pilgrim’s Handbook* in October 2019. Through input from CIAMEL and the General Council, this project was expanded beyond the initial proposal to update the Guide for Formation for the Brothers to include a formation framework for all Lasallians.

## **C. Critical Processes**

1. Our regular meetings of the entire Secretariat, with the purpose of reflecting and developing a shared understanding of a comprehensive

vision of Lasallian formation, have helped us to see the holistic character of the initial formation of the Brothers, the continuing formation of professed Brothers, and the shared mission formation of Brothers and Lasallian partners and associates.

2. We have maintained regular contact with the Councillors with responsibilities for the Regions to review formation needs and programmes and, with their assistance, to work with local formators through visits to the Districts and the facilitation of workshops and other formative activities.
3. We recognise that we did not give adequate attention to proposition 16 of the 45<sup>th</sup> General Chapter dealing with the Brother as Catechist. The importance of this topic should not be minimized.
4. Our response to the increasing demand for mission formation for lay partners was more connected to the requests of specific Regions through the Councillors for the Regions.
5. We have worked with the Secretariat for Solidarity & Development and the Bursar General to facilitate the use of the Continuing Formation Fund to ensure access to quality formation for identified Districts.

## **D. Outputs**

### **1. Documents:**

→ *Lasallian Formation for Mission: A Pilgrim's Handbook* (2019)

### **2. Publications:**

→ *Our Life As Brothers* (collection of essays on formation topics)

→ 5 Issues of *Lasallian Vocations* (resource for Pastoral Ministry of Vocations)

### 3. Formation Programmes:

- Mid-life Brothers (2015)
- Formation for Mission Formators (2016)
- Leadership & Community Directors (2017)
- Pastoral Ministry to Youth & Lasallian Vocations (Nairobi 2018)
- Association (in conjunction with the Secretariat for Association and Mission, 2019)
- Formators of Initial Formation (cancelled due to the pandemic)

### 4. Regional Formation Programmes:

- RELAL (Bogota, Colombia, April 2018)
- RELAF (Nairobi, Kenya, November 2018)
- PARC (Mid-life Brothers, July 2019)

## ***E. Future Pathways***

### 1. Evaluation of the Initial Formation Programme/Preparation of Formators

We, as a Secretariat, in partnership with the Directors of the various houses of formation in the Institute, should conduct a comprehensive evaluation of the programmes of FSC initial formation (postulancy, novitiate, scholasticate, temporary profession) in each of the Districts, including the preparation of formators. This will allow the General Council to reflect on current structures of initial formation and the preparation of qualified formators to see if structural changes, such as international formation programmes, are beneficial. This review should be conducted considering the framework developed in Lasallian Formation for Mission. In addition, experiences of shared mission formation with Lasallians should be evaluated.

## **2. Accompaniment of Houses of Initial Formation**

A renewed emphasis on the accompaniment of houses of initial formation should be considered to ensure a coherent formative experience throughout the Institute that strengthens the unity of the Institute.

## **3. Relationship between the Secretariat for Formation and the Secretariat for Association and Mission**

The Centre of the Institute should review the organization of the Secretariat for Formation and the Secretariat for Association and Mission to see how these two secretariats can more effectively address needs of mission formation. Attention should be given to online options. The Secretariat is not represented on CIAMEL, and this should be reviewed.





# *Appendix C*

## *Secretariat for Solidarity and Development (LSSD) <sup>1</sup>*

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<sup>1</sup> Laura Ballerini, Angela Matulli, Serena Pegorin, Peter Stemp, Eleonora Munaretto, Br Amilcare Boccuccia, Br Raoul Traore

# A. Summary

## Secretariat for Solidarity & Development 2014-2020 activities

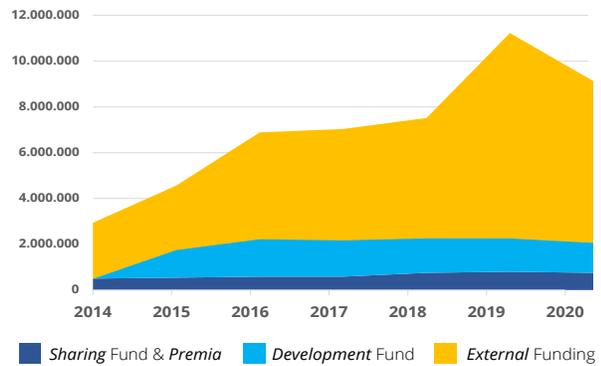
**28** Number of HR Officers trained in Project Management

**10** Number of Emergency Humanitarian Relief Projects

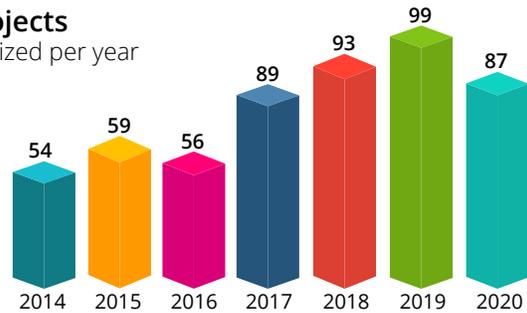
**36** Number of Child Safeguard Programs

**8224** Number of People trained in Child Safeguard Programs

Funds distributed to projects (Euros)



Projects realized per year



Countries where projects were implemented



**Link to video:**

**ENG Lasallian Solidarity and Development: Who We Are**

[https://drive.google.com/file/d/1\\_lqEoolKudEdaWaXjuRY8NJ5eBxExqHb/view?usp=sharing](https://drive.google.com/file/d/1_lqEoolKudEdaWaXjuRY8NJ5eBxExqHb/view?usp=sharing)

Since 2011, the Solidarity and Development Secretariat (LSSD) has operated through its legal instrument, *De La Salle Solidarietà Internazionale Foundation* (DLSSI). DLSSI is a recognized Italian non-profit entity that permits the creation of partnerships with public agencies and private charities for funding opportunities that otherwise would not be available to the Institute as a Religious entity. Following the orientations of the 45<sup>th</sup> General Chapter, the extent of grant allocations and the areas of intervention of the LSSD have grown significantly. These actions have resulted in an increase in the annual budget (funds distributed) of €2,173,624.64 in 2014 to €10,309,067.16 in 2019. From 2014 to 2019, we have distributed over €42 million euros in approximately 30 countries. We have enhanced our services in the Secretariat through the creation of two new Desks, one for Communications and the other for International Volunteering. We have established better coordination and fund-raising activities with the Secretariat's office in the United States, La Salle International Foundation. We have also enlarged our international outreach by establishing DLSSI branch offices in Bologna and Brussels. This geographic expansion has increased our professional capacities and made our development project team more diverse and international. In line with the directions of the 45<sup>th</sup> General Chapter, our programmes have focused on three main areas:

- Self-sufficiency
- The Rights of Children and Young People
- Beyond the Borders (BTB).

In the light of this Report, and looking beyond 2021, the key question for this Secretariat is: how can LSSD facilitate Districts to achieve long-term sustainability?

## **B. Targets Achieved**

1. The LSSD has supported local efforts to achieve self-sufficiency in financial and human resources across the fragile Sectors of the Institute.
  - o The formation and professional development of Brothers in fragile Sectors has continued. This is due to the support of the Sharing Fund and Premia Scholarships, (C. 469, P. 33, 45)

- o The Development Fund (established by the 45<sup>th</sup> General Chapter) has enabled twinning grants to 52 projects in 25 countries that have contributed to the local sustainability of the Mission. (C. 469, P. 46, 47)
  - o The LSSD has administered the available internal funds effectively (Sharing Fund, Formation Fund, Development Fund), and has also obtained external financial support in strengthening the efforts of fragile Districts. The LSSD has obtained external matching grants to advance projects proposed by the Brother Visitors and their Councils. (C. 470, S. 6.2)
2. The LSSD has been able to access €30,482,740 external funds to support the Mission to add to the €11,636,360 raised from internal Lasallian sources of funds. (C. 469, P. 33, 45, 46, 47; C. 470 S. 6.2)
  3. The LSSD has successfully supported local efforts to promote awareness and knowledge regarding Child Safeguard initiatives, with special emphasis on programmes within fragile Sectors. We have strengthened the Institute's advocacy at both local and international levels. (C. 469, P. 14; C. 470, S. 2.3)
  4. The LSSD has supported the construction and ongoing operational expenses of seven official "Beyond the Borders" projects, with at least one in each Region. Together with the Marist Brothers, we have supported the Fratelli Project in Lebanon. (C. 469, P. 19, 27; C. 470 S. 2.4)
  5. The LSSD has strengthened collaboration among the Secretariats and Services, working to engage, for example, the Regions, UMAEL, IALU, MEL Councils, Young Lasallians, Lasallian and international NGOs and Volunteers in greater collaboration. (C. 469, P. 6, 10, 20; C. 470, 2.5, 2.6)
  6. The LSSD has worked together with local personnel in fragile Sectors on strategic planning, financial accountability, and standardizing external auditing. We have also provided staff support for the International Economic Council involving, for example, assisting with the administration of the Stable Patrimony Fund, the Sharing Fund, the Twinning Funds, the Development Fund, and Solidarity Contributions. (C. 469, P. 7, 32, 33, 39, 43-48; C. 470 S. 4.1, 6.3, 6.4)

7. The LSSD has strengthened the engagement of Young Lasallians and the Lasallian Volunteer Movement in the global Lasallian Mission. (C. 469, P. 4, 6, 9, 10, 20; C. 470, Strategy 2.5)
8. The LSSD has been active in promoting ongoing training in Districts throughout the world. We have sponsored training programmes on Child Safeguarding, financial accounting, and support of the professional and religious formation of young Brothers. Formative activities have not been limited to the Brothers but have included students, lay-staff, and administrators, through school campaigns, workshops, webinars, etc. (C. 469, P. 18, 29; C. 470, S. 2.6, 4.3)
9. The LSSD has successfully supported local efforts to promote knowledge, awareness and initiatives for women and young girls, with special emphasis on programmes within fragile Sectors. In this way, we have also highlighted Institute advocacy at both local and international levels. (C. 469, P. 14; C. 470, S. 2.3)

## C. Critical Processes

### 1. Self-sufficiency:

- Our staffing has increased with a view to expanding our capacities for securing external funding and engagement across the Institute.
- The opportunity to administer the Development Fund has enabled us to attract external funds, and we have strengthened our efforts to help fragile Sectors towards self-sufficiency.
- The Sharing Fund and PREMIA Fund continue to be vital sources for sustaining religious and professional formation of Brothers (€3,410,399) in fragile Sectors.
- The LSSD has invested in training that establishes a performance baseline for the District to consider in achieving self-sufficiency. The LSSD is modelling this commitment to training by requiring professional development programmes for all Staff. It has also engaged an international consultancy firm (Caplor Horizons) to enhance its networking operations across the Institute.

## 2. Accessing external fundraising:

- The LSSD has started or reinforced Regional LSSD Hubs: C.A.R.L.A. (*Confédération des Association du Réseau Lasallien d'Afrique*) in RELAF; La Salle International Foundation in the United States; a LSSD Branch Office in Brussels that works closely with European Union agencies; increased networking with RELAL NGOs and RELAN entities; and discussions with PARC regarding possible collaboration.
- The LSSD has increased its engagement in Tertiary Education. This has offered new opportunities for significant external funding.
- The LSSD has obtained a required “Equivalency Determination” as a non-profit organization. This ensures key external support from the US. We have structured the partnership with LSIF (*La Salle International Foundation Inc.*).
- The LSSD has sought to develop new external strategic partnerships, and strengthened others, with UNFAO, Schneider Electrics, and others to assist with development in fragile Sectors.

## 3. Child Safeguard awareness:

- The strategic partnerships with BICE (*International Catholic Bureau for Children*), other Congregations, and with the Catholic University of Milan have supported the LSSD efforts and improved its impact in creating Child Safeguard awareness. We collaborate closely with the Secretariat for Association and Mission, and the Lasallian Research and Resources Service.
- The LSSD has supported the Secretariat of Formation in the development of the online course on Children’s Rights and Child Safeguarding for English-speaking Africa. This course targets teachers and personnel directly involved with children. Depending on the success of this pilot project, it may be translated into French and circulated to French-speaking Africa.
- External funding was obtained to implement training and support best practices in several Sectors, especially in Africa.

#### 4. Beyond the Borders (BTB):

- The LSSD has conducted a world-wide survey of local BTB initiatives across the Institute.
- The LSSD efforts on fundraising for BTB projects have largely been successful.
- The LSSD created a specific Communication Plan for BTB, including a call for Volunteers, which was launched in cooperation with the Communications and Technology Service.

#### 5. Lasallian Solidarity Network:

- The LSSD's internal Communication Desk has significantly increased awareness of its accomplishments among Lasallians. At the same time, this has resulted in increased public visibility.
- The LSSD is developing a global fundraising strategy to take advantage of the already existing Lasallian network. We have fostered improved collaboration with this global network through a development programme which provides opportunities and expertise that favours new levels of cooperation.
- The LSSD established the International Volunteers Desk. We have already identified and accompanied the first group of international volunteers.
- The LSSD, through the International Volunteer Desk, launched a new initiative, the La Salle Volunteers Global, which was created in collaboration with our Communication Desk and the Institute Communications and Technology Service. The purpose of this initiative is to give greater visibility to volunteer initiatives throughout the Institute and promote the development of new volunteer projects.

##### Opportunity for Lasallian Solidarity Network:

- The LSSD sees great potential in our vast Lasallian network. It could be coordinated and unified to make a greater impact (e.g., through the different campaigns - #300LaSalle, #LaSalleCovid-19, #LaSalleforBeirut etc.). To enhance collaboration and offer greater support to the Lasallian Mission, the participation of the LSSD in CIAMEL should be considered.

## 6. Strategic planning and external auditing:

- The LSSD requires a District Strategic Plan and Financial Audit before undertaking proposed projects. This policy has assisted Districts in developing best practices and enabled the LSSD to better secure external funding.

Opportunity for Strategic planning and external auditing:

- The LSSD requires the inclusion of human and financial resources, Child Safeguarding procedures, and other critical initiatives in its strategic and business plans. This will be beneficial for ongoing evaluation and regular, rigorous external auditing purposes.

## D. Outputs

### 1. Self-sufficiency:

- The Development Fund has disbursed €8,225,961 as of December 31<sup>st</sup>, 2019.
- The Premia and Sharing Fund, during 2019, has disbursed €3,410,399 for formation and professional training as of December 31<sup>st</sup>, 2019.
- The LSSD has assisted in developing strategic plans for 12 Districts/ Sectors/Delegations.
- The LSSD has allocated €14,630,254 in support for infrastructure, equipment, scholarships, and professional development for Universities in RELAF.

### 2. Access to external funds:

- The external fund amounted to €30,482,740 by the end of December 2020. \$7 million USD of that external fund was raised from US Foundations & Government (USAID) agencies, a new strategic market identified by the LSSD.
- The PayPal tool has been activated on the website.

- The online fundraising through collaborative international NGOs – e.g., LSIF(USA), Proyde, etc. – has generated significant support for the Institute’s priority projects
- The external agencies (e.g., Child Safeguarding, International Seminar on Rights, Citizenship, and the School) have partially or fully funded approximately 20 training sessions.
- The need to achieve donor diversification, new geographic markets, internal funding sources, corporate social responsibility, and public-private partnership (e.g., Global Agreement with Schneider Electric Foundation) have been pursued.

### 3. Promoting Child Safeguard awareness:

- Child Safeguarding workshops have been conducted in 21 countries.
- The training programmes have involved 10,011 individuals with more than 80,000 children benefiting from this training.
- There have been three sensitization/advocacy events organized in Rome with external audience and press coverage.
- All Districts now have a written Child Safeguarding Policy. However, implementation and monitoring are still a challenge in some Districts.
- The increased media presence helps to reinforce Child Safeguarding policies while also highlighting the Institute’s commitment to advocacy.
- The LSSD’s actions have featured in a UN publication, stemming from a strategic partnership with BICE and Associazione Francesco Realmonte.

### 4. Beyond the Borders (BTB):

- The LSSD has had direct involvement in the implementation of BTB projects in Issa (Ghana), Rumbek (South-Sudan), and Molenbeek (Belgium).
  - €1,463,420 external matching funds have been secured for BTBs.

- o €746,753 internal funds have been secured for BTBs (Rumbek campaign: €962,421 plus €779,332 from the Development Fund)
- The LSSD produced and disseminated a communication plan for BTB, reaching approximately 50,000 people.
- The LSSD initiated a call for volunteers that resulted initially in two individuals working in BTB projects. Additional volunteers are being recruited. However, the pandemic has slowed down this process.

### 5. Lasallian Solidarity Network:

- LSSD made presentations in 9 countries to over 4,000 people: including to the Huether Conference, UMAEL Conference, ICLE Mexico, Universities in RELAN and Colombia, and to the Ire-GB-Malta District Assemblies.
- LSSD launched sensitization campaigns and workshops in 22 countries on such themes as UN Sustainable Development Goals, Social Justice, Lasallian service. These have included:
  - o *One Year in Mission together*
  - o *Now and Always, Positive Agents of Change*
  - o *Tavolata Italiana Senza Muri*
  - o *Third Report of the Fratelli Project.*
  - o *Education, let's build our future together*
- LSSD has made web-based fundraising campaigns that included:
  - o *Give me 5 for South Sudan*
  - o *Mozambique Emergency appeal*
  - o *Venezuela Emergency appeal*

- o *Abbiamo Riso per Una Cosa Seria*
  - o *#LaSalleCovid19* campaign
  - o *La Salle For Beirut Emergency appeal*
- The LSSD initiatives have been professionally published with a consistent digital format.
- LSSD worked on a new DLSSI website which has been launched with a social-network audience of 4,031 followers and a direct email marketing that has yielded 725 subscribers. Additionally, the COVID-19 campaign has reached approximately 780,000 people by November 20<sup>th</sup>, 2020.
- The efforts of LSSD are underway to professionalize and standardize the International Volunteer processes.
- The LSSD has assisted in placing 13 volunteers involved in international volunteer projects between September 2018 and March 2020. We currently have 15 volunteers waiting to be assigned to a project.
- The LSSD has asked the help of Italian lawyers and experts in establishing a system for the management of volunteer projects (e.g., to deal with application forms, a volunteer database, Memorandum of Understanding, Evaluation Forms etc.)
- The International Volunteer Desk has developed solid relationships and shared best practices for the implementation of volunteer programmes in Districts and Regions of the Institute.
- The LSSD has gone live with *The La Salle Volunteers Global* website to promote international volunteer projects.
- The LSSD has 3 projects submitted to the Italian Government for funding volunteer projects in Italy and internationally in 2020. There will be another 9 projects presented for this programme in 2021.

## 6. Strategic planning and external auditing:

- LSSD has assisted 15 fragile Sectors in producing their own Strategic Plan.
- All the fragile Sectors are being externally audited.
- The LSSD has offered three training initiatives in RELAF: with the RELAF Bursars, and in Congo-Kinshasa and Antananarivo.

## E. Future Pathways

### 1. Self-sufficiency:

- Long-term sustainability is always a challenge regarding human and financial resources. It is sad to learn that some Formation Houses sometimes must turn away candidates through lack of funds. Additionally, more funding needs to be provided to support the formation of Lasallian Partners.
- The continuation of significant Sharing and Development Funds will be crucial following the 46<sup>th</sup> General Chapter. Without these vital funds, it is unlikely that Sectors that are financially fragile will be able to realize their strategic plans that incorporate self-sufficiency goals.
- The coordination between our Secretariat, other Secretariats of the Institute, and District Mission structures is essential. While positive efforts are being made toward this objective, a supportive infrastructure needs to be created to further strengthen this coordination.
- All new projects need to include plans for self-sufficiency through clear needs assessment, strategic planning, resource allocation, and reliable financial models.
- The Institute and the entire Lasallian Family needs to understand its mandate to be co-stewards of the mission. Through their financial

contributions, Lasallians demonstrate their association for the service with the poor in a substantial manner. The creation of a Global Solidarity Fund, resourced through contributions from Lasallian ministries worldwide, will enable support for (a) a Formation Fund to support the ongoing Lasallian formation for partners, (b) a Development Fund to support initiatives in direct service to the poor, (c) and a Mission Endowment Fund which will support fragile Sectors in the Institute. To realize this vision, the Solidarity Secretariat will work with CIAMEL.

## 2. Accessing external fundraising:

- The professional training of local personnel to assist Sectors in becoming more self-reliant is crucial to the success of any project. This includes capacity building for personnel that may range from, for example, project management, local fundraising campaign plans, institutionalizing processes toward self-sufficiency and better operational efficiency and effectiveness
- The need to pursue new funding opportunities in a competitive environment is called for when there is rapid growth of the non-profit sector seeking the same sources for donations, i.e., grants from the private and government foundations, crowdfunding, corporate sponsorships, individual donors, events etc.
- While it is appropriate that the Institute supports the Global Solidarity Fund as indicated above, it is crucial that we also seek external sources of funding and attract new donors to contribute to the Mission Endowment Fund to support fragile sectors.

## 3. Promoting Child Safeguarding awareness:

Future directions for the implementation of Child Safeguarding policies include effective monitoring and accompaniment involving:

- All Pastoral Visits

- All stages in the formation of Brothers and Lasallian partners
- Inclusion in all Delegation/Sector, District, Regional and Institute Strategic Plans

It is essential that each District/Delegation and Sector has adequate Child Safeguarding structures in place throughout its Lasallian network. With these structures in place, along with the appropriate monitoring and accompaniment, the Institute's commitment to Child Safeguarding will be strengthened and the need for regular evaluation and constant vigilance at local level highlighted.

#### **4. BTB projects:**

The success and the future sustainability of the BTB projects depend on critical factors such as: anticipating staffing needs, determining canonical ownership, and responding to financial challenges.

#### **5. Lasallian Solidarity Network:**

- Every District considers the appointment of a Volunteer Coordinator.
- LSSD and the Secretariat of Formation will continue to assist in developing the necessary support required for better online formation programmes as necessary.
- LSSD will seek European Union (EU) opportunities for funding volunteer projects.
- The LSSD network considers developing agile responses to situations of most need, e.g., through information sharing, higher level of global coordination for common actions, projects in need of solidarity, etc.

## 6. Strategic planning and External auditing:

The challenges of strategic planning, transparent accountability, and good financial management will require:

- A plan of action to streamline processes, policies, and systems, including information flows and metrics.
- An effective monitoring of these processes, utilizing third party independent auditors when appropriate.





# *Appendix D*

## *Lasallian Research and Resources Service <sup>1</sup>*

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<sup>1</sup> Anna Cascone, Maria Errico Agnello, Br John Fernando, Br Pierre Petitjean,  
Br Hilaire Raharilalao, Br George Van Grieken

## A. Summary

1. We significantly enhanced the conservation and enrichment of the Lasallian historical heritage located in the Generalate (Archives, Library, and Museum), increasing usability and access to our collections, protecting our historical memory, and providing new avenues for Lasallian research. There were several key factors in achieving this:
  - Hiring a full-time professional librarian.
  - Obtaining free integrated, professional, high-quality cataloguing software packages for our library, archives, and museum from the Italian Episcopal Conference.
  - Enabling online searches of our assets through the Italian Beweb portal, a website that encompasses the entire Italian ecclesiastical heritage.
  - Undertaking an analytical study of the book collections in the Lasallian library.
  - Professionally conserving our ancient book collections and securing their locations.
  - Obtaining outside financial support for projects from the Italian Episcopal Conference (€ 30K+ for each of the last two years).
  - Renewing the Lasallian museum and creating a number of temporary Lasallian exhibits based on significant historical commemorative events.
  - Training over 70 university students from Roman universities through library development projects.
  - Appointing an additional Brother to work in the Archives and assist in professionally cataloguing and digitally recording specific collections.

- Increasing the collaboration between those involved in each area of the office of Lasallian Research and Resources Service (SRRL), thereby facilitating mutual conversations and team projects.
2. We have made substantial progress in the development of a Lasallian Digital Repository (LDR) and are presently engaged with a professional company in establishing a pilot online version of the LDR, in collaboration with five Lasallian universities and archives. This will:
  - a. Enhance the network between the SRRL, various international Lasallian archives and Lasallian universities.
  - b. Support the formation of new Lasallian researchers.
  - c. Help facilitate the propagation of Lasallian thought, encouraging research on the challenges of current education in the context of association for the Lasallian mission.
3. Our collections are extremely large and extensive, both in the Archives and in the Library, and while significant progress has been made in organizing, preserving, and providing access to them, the work still needed for a complete catalogue inventory according to professional standards may take decades. One factor is the availability of professional librarians and archivists. An added professional archivist and an assistant librarian would make a perceptible difference to that timeline.

## ***B. Targets Achieved***

1. We renewed the Lasallian Museum in the Generalate, creating a new Lasallian heritage museum. This includes interactive audio elements and a comprehensive museum website. We also set up temporary exhibitions in line with the significant Lasallian historical events highlighted in the strategic plan published in Circular 470.
2. We greatly developed the capabilities of the Institute Archives, with the basic organization of 70% of our 15,000 archival document cases of materials, according to an established protocol, digitally scanning

many thousands of images and documents, and beginning to formally catalogue print-based holdings, according to a standard professional platform, the de facto platform for Church archives in Italy.

3. In 2018, we conducted an international online survey of Lasallian archives. It yielded valuable information, with 73% of the Districts and Delegations responding, providing an accurate overview of the situation in Lasallian archives around the world today.
4. We organized, sponsored, and held the first gathering of international Lasallian archivists in October 2019. Its success has led to clear, future targets for collaboration, and there are now plans for the new Société Internationale des Archivistes Lasalliens (SILA) to meet again in New York city in 2021 (Cf. Circular 470; 2.6, 4.2). This gathering was preceded by two preparatory meetings between three principal archives of the Institute: AMG (Archives of the Generalate) with DLSRAA (De La Salle Regional Archivists Association) in Philadelphia (2018) and AMG with DLSRAA and ALL (Lasallian Archives of Lyon) in Lyon (2019).
5. We employed a professional librarian to address the 75,000 previously scattered books in our libraries. This has led to significant progress in listing the books in a database, organizing them so that they might be found, and restoring important historical books within our collection of 5,000 16th–18th century books, along with our special collection of 2,000 Jansenism books.
6. We published several compendium books of essays by Lasallian scholars on a variety of topics relative to the Lasallian mission. (Cf. Circular 470; 1.1, 2.1, 2.2, 2.3, 3.2, 4.2)
7. In the last months we have focused on establishing an online digital research and heritage platform for Lasallian universities and researchers, utilizing both outside and internal expertise. This effort will require several more years to fully complete. (Cf. Circular 470; 2.6, 4.2, 4.4)

8. The Sessions of SIEL in 2015 and 2017 were developed as spaces for the formation of new Lasallian researchers, Brothers and Lasallian partners, committed to historical, pedagogical, and pastoral reflection in the Institute. These groups participated in the *Digital Journal of Lasallian Research* and other publications sponsored by SRRL.

## C. Critical Processes

1. The 45<sup>th</sup> General Chapter decided to have a single SRRL Secretary located in Rome. While this is helpful on many levels, it should be recognised that today's communication technologies make different options possible. In a new arrangement, the current Secretary for SRRL resides in Rome when the General Council is in session and is in regular communication with SRRL team members at other times. The SRRL team oversees priorities and projects through online communications and/or internal SRRL team collaborative protocols.
2. We have made it a priority to establish an Institute online digital research and heritage platform for Lasallian universities, archivists, and researchers. With both outside and internal expertise, we have focused our efforts on this endeavour and are in the first stage of a pilot online presence among chosen international participating Lasallian archives and universities.
3. As the Institute's archives are beginning to be fully catalogued in a format that will allow for online research consultations, there are many places in the Lasallian world where local archives are either non-existent, marginal, or unattended. These include institutions where there is no longer a religious community, Sectors or former Districts that have been restructured into larger Districts, newly established Regions, and the like. The 2018 international survey, and the October 2019 international Lasallian archivists gathering in Rome, highlighted the broad spectrum of such circumstances. The international gathering connected language-based groups of Lasallian archivists so that they may network and mutually assist one another in the future. Further work is needed to provide support for all levels of Lasallian archival development found in the world today.

4. *The Digital Journal of Lasallian Research* is in a period of transition. It will no longer be part of the SRRL portfolio, since it may be better sourced, organized, vetted, maintained, and professionally valued by IALU and/or its members. Positive conversations with IALU are in progress.
5. Given the size and scope of our Institute Archives, and the expected professional standards among Lasallian researchers, a clear commitment to hiring professional librarians and archivists is essential for the future success of our Archives, Library, and Museum. While Brothers can and do provide tremendous support, insight, and learning in those positions, only well-trained, experienced, professional archivists and librarians will achieve the significant goals that remain to be achieved. The expertise that professionals bring is unquestionably effective, especially given the almost dizzying size of our (uncatalogued and perhaps unknown) Archives and Library.

## D. Outputs

### 1. Publications:

- *Lasallian Studies No. 17 – That the School Runs Well: Approach to the Lasallian Educational Model* (2013).
- *Lasallian Studies No. 18 – The Fragile Witness of Hope: The Itinerary of Brother Michel Sauvage*. (2014).
- *Collection: Towards the Declaration*.
- *Understanding the Lasallian School in the Context of the 21<sup>st</sup> Century* (2016).
- *Walking Together: The Life of De La Salle from the Perspective of Jean Jacquot, FSC* (2018) – Book and Interactive Website.

## 2. Seminars and Formation Programs:

- SIEL (Sessions Internationales des Études Lasalliens) 2015.
- SIEL 2017.
- International Gathering: Lasallian Archivists and Potential Archivists (2019).

## 3. Exhibits:

- 2015: *I primi undici anni dei Carissimi in Via Aurelia* (1935-1946).
- 2016: *Educare per un mondo di fratelli*.
- 2017: *Un cuore, un compromesso, una vita. San Giovanni Battista de La Salle* (1651-1710) Iconografia lasalliana fondamentale.
- 2019: *Grandi cose sono possibili: L'evoluzione della Guida delle Scuole Cristiane* (1720 – 1916).

## E. Future Pathways

### 1. Digital Access:

The online Lasallian Digital Repository will take at least three years to be established, enhancing Lasallian research, and making primary resources accessible through a Lasallian research portal. As the Generalate's Archives are catalogued and digitized, they will also be made available online, so that the full scope of the Institute's heritage may be known and shared. In addition to the accessibility of primary resources, consideration should be given to establishing an international online Lasallian learning platform at different levels and in the three Institute languages, utilizing present technology, Lasallian expertise, IALU integration, and current non-subscription-based resources. Responsibility for this effort could be shared between CIAMEL and the Secretariat for Lasallian Research and Resources.

## 2. Future Research:

The next generation of Lasallian researchers will, for the most part, be lay people, both inside and outside of university settings. There are a variety of financial and professional implications, many of which are yet unknown, in inviting, developing, maintaining, and supporting such researchers and research. The 3<sup>rd</sup> AIMEL and the 46<sup>th</sup> General Chapter may help define and shape the key elements, framework, and incentives that facilitate progressive advancement in this critical area.





# ***Annexe E***

## *Communications and Technology Service <sup>1</sup>*

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<sup>1</sup> Luigi Cerchi, Giulia Giannarini, Ilaria Iadeluca, Fabio Parente, Br Alexánder González

## A. Summary

1. The advances in information and communications technology have offered many possible ways to narrow opportunity gaps. However, we acknowledge that digital technology was not invented to tackle inequality, and there is even a risk that it could widen existing economic and social disparities. This is a challenge that many Lasallians face daily in their educational works. In the Secretariat (SCT), we have continued a process of reflection that has led to the development of a programme with medium and long-term goals.
2. Our Service was strengthened by the appointment of a Director of Communications and by the growing collaboration with the worldwide Lasallian Family in the design and creation of content and products.
3. A similar collaboration has enhanced our editorial processes which are constantly improving. Not only do we now have more qualified staff in Rome, but we are also making use of external expertise in design and editing. At the same time, translation and revision processes continue to improve.
4. The annual communication campaigns, in conjunction with the *Lasallian Reflections* produced by the General Council, have been important elements in the successful evolution of the Service. Creativity in the development of materials has strengthened a sense of Institute by encouraging a greater use of the corporate brand, promoting inter-District exchanges, and facilitating the use of international logos and slogans in local campaigns. As a communication milestone, we highlight the campaign *#300LaSalle*, culminating in the Lasallian anniversary of 2019, which was taken up and enriched by all Districts of the Institute.
5. The Institute's social networks are active and keep Lasallians, Districts, schools, universities, and centres connected. Allied to a new design of the web page, these have significantly improved the digital communication of the Institute.

6. The growing relationship with Catholic news agencies has ensured the greater visibility of the Institute's mission.
7. The Institute now has in place a plan for Communications that directs the SCT.
8. We have improved internal communication at the Generalate by providing it with the technological and aesthetic elements necessary to effectively support those who work and live there and provide the essential facilities necessary for those who visit it.
9. We have been attentive to the challenges posed by the pandemic and its aftermath. We endeavoured to communicate that the Lasallian mission continued to function effectively at Regional and District levels as proposed by the *Lasallian Mission Moving Forward Plan (2020)*.

## **B. Targets achieved**

1. We have strengthened the role of the SCT in the Institute. Some Districts consult us for support or to propose global campaigns. The SCT offers communication materials, campaigns or images that are adapted to local realities. (C. 469. Proposal.20 - C. 470. V. 2.7)
2. We have improved the editorial quality and aesthetics of printed and digital publications.
3. We have diversified our communication products by using new techniques of communicating in both printed and digital materials. We cite, as examples, the following: Lasallian passport, analogue and digital stickers, Instagram stories, Twitter threads and special editions of Intercom. (C. 469. Proposition 20 - C. 470. V. 2.7)
4. We have intensified our collaboration with the communication offices of the Regions, Districts, and educational works. (C. 470. IV. E)
5. The implementation of the corporate image is in process. Some Districts, Schools and universities assume co-branding (i.e. – the use of local brands accompanied by the La Salle corporate brand) as a strategy to strengthen their own brands. (C. 470. IV. E. Objective 3)

6. The communication campaigns proposed by our Service are supported and enriched by the Regions, Districts, and educational works. (C. 470. IV. E. Objective 4)
7. The Institute's Communications Plan offers a clear vision and direction as to how the Service can support the international Institute. (C. 469. Proposal 20 - C. 470. IV. E. Objective 7)
8. We have continued the technological improvements in the Generalate – for example, enhancing the Wi-Fi networks and telephone service, the acquisition of audio-visual support equipment, etc. (C. 470. IV. E. Objective 7)

### **C. Critical processes**

1. We have created the Institute's first Communication Action Plan. This represented a step forward in the understanding of this Service as an important axis in the life of the Institute. We are in the process of implementing its second version.
2. We have managed to give greater visibility to the life of the Brother, the Lasallian educational mission, and the various solidarity initiatives of the Institute through an active and constant relationship with Church communication agencies based in Rome: e.g. Vatican News, Agenzia Fides, Avvenire and Citta Nuova.
3. We have strengthened the editorial process of our publications by improving the planning, editing and production processes.
4. We have redesigned our website. We have prioritised news of global scope, giving greater dissemination to information relevant to the Institute and other users.
5. Our social networks have served to create synergy with Regions, Districts, and educational works, creating a greater sense of Institute and focus for campaigns. The number of followers over the last three years has increased by 22% annually.

6. The support offered to us by some Regions and Districts through their communication services and publications has enabled us to work on collaborative communication projects for Institute-wide distribution, for example, logos for events, printed publications, typographical fonts, images for social networks, videos, etc.
7. The strategic cooperation and partnership with Lasallians from all Districts have helped to make the Institute's corporate image more officially available in new places. The co-branding strategy enables greater global awareness and outreach on the part of the Institute, while giving local images a brand boost that has an international presence in 80 countries. In addition, we have made graphic studies and advances to continue implementing this corporate image so that it is increasingly present throughout the Institute, respecting local graphic histories while offering an international identity and using co-branding as the strategy to achieve this.
8. We are proud of the communion achieved by the coordination and collaboration to support the Jubilee Year in commemoration of the tercentenary of the death of the Founder. The responses, initiatives, and creativity of Lasallians around the world illustrated what can be achieved when we unite strategic initiatives to communicate our message.
9. We have continued the improvement of the technological services offered in the Generalate. This is evident in the excellent internet coverage throughout the House, and the availability of eight different-sized rooms with the necessary technological support.

## ***D. Outputs***

### **1. Internal communication in the Generalate:**

- Wi-Fi connectivity is available in 95% of the Generalate.
- Optimisation of spaces: A Formation Centre with 3 conference rooms and 6 meeting rooms for small groups; 8 Meeting Rooms equipped with projectors and sound system.
- Unified and coordinated signage.

## 2. Communication campaigns:

- 7 annual themes suggested by the *Lasallian Reflections* with their respective logos, advertising, and promotional campaigns on social networks.
- Successful communication strategy on the Tercentenary of the death of St. John Baptist de La Salle - #300LaSalle.
- The Lasallian passport.
- A system of labels for international use: #WeAreLaSalle; #SomosLaSalle; #NousSommesLaSalle; and use of labels at sessions or events that facilitate the exchange of materials and initiatives between Districts.

## 3. Networking:

- Specific and continuous collaboration with the communication offices of Regions, Districts, and some educational works.
- Presence in social networks (27 November 2020)
  - Instagram: 6859 followers
  - Twitter: 7335 followers
  - Facebook: 16690 followers

## 4. Editorial improvements:

- New designs of all the Institute's printed products.
- New design of the website.
- Sending professional files for the printing of our editorial products locally.
- Curation and graphic campaigns in social networks guided by a communication strategy.
- Graphic adjustments to the most representative images of the Institute (Signum Fidei and the corporate Image)

## **E. Future Pathways**

### **1. Linguistic diversity**

The Centre of the Institute must ensure that its publications and communications reach beyond the three official languages. This requires an effort in financial and logistical resources from the Districts, the General Secretariat, the Translation Services and the SCT. An Institute policy should be developed to ensure that all documents and information from the Institute's Centre are translated into all local languages.

### **2. Formation from the Centre of the Institute**

The Centre of the Institute must support the creation of an on-line formation policy that favours formation, the meeting of Lasallians, and promotes the exchange of experiences. This would require not only a technological platform but also a pedagogical protocol. The Secretariats, in collaboration with the Communications and Technology Service, could begin this process with the support of the Institute's universities.

### **3. Local communication offices**

As far as possible, Regions, Districts and educational works should have a minimum structure that ensures communication. If it is not possible to have a communications office, there should at least be a local communications director who can also strengthen the communication network with the Institute.

### **4. Corporate Image**

The Centre of the Institute should encourage the use of the corporate image at the local level with a co-branding perspective to promote the international image of the Institute and to strengthen local images. The Districts should commit to implementing co-branding in all their educational works.



# *Appendix F*

## *Bursar General / International Economic Council (IEC) <sup>1</sup>*

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<sup>1</sup> Br Martin Rocha, Bursar General, Br Ambrose Payne, Br Joseph Saubier,  
Br Gus Boquer, Mr Bernard Huré, Br Michael Quirk

## A. Summary

The three Brothers who have had responsibility for the Bursar General's Office during this period (Brs Francisco, Ambrose, Martín), have had, as their primary objective, to implement the proposals of the 45<sup>th</sup> General Chapter as well as to professionalise the services offered by this Office. The creation of the International Investment Committee, which later became the International Strategic Committee (ISC), has been a great help in the search for the best alternatives for the financial consolidation, not only of the Generalate but also of some Districts. During this period, the Administrative Directory was published, and the Economic Directory elaborated (it will be published in the first quarter of 2022). Thanks to the Districts in categories 2, 3, 4 and 5, we continue to support both Initial Formation and educational works in Districts in category 0. We have developed strategies to gather accurate information about the finances of all Districts to have an overall vision of the financial situation of the Institute and of the Generalate.

Among the ongoing challenges are the formation of Brothers and Lasallian Partners for administrative responsibilities, the consolidation of the stable patrimony, the creation of a pension fund for all Brothers, and the ensuring of legal ownership of our real estate.

## B. Targets achieved

The goal of our stewardship of resources in the life of the mission and of the Brothers was stated in Circular 470 as the following:

“ **To achieve a high standard of good stewardship for current and future human and financial resources in order to fulfil the purpose of the Institute: to provide a human and Christian education, especially to the poor. To foster a spirit of solidarity within the Institute and**

***through inter-congregational cooperation in order to enhance formation capacity and new endeavours that move us “beyond the borders”.***  
*(Cir. 470, 6, p 57).*

In response to this, we undertook the following:

1. We created an external body to advise the International Economic Council (IEC) on the management of the Stable Patrimony Fund of the Institute. This was the *International Investment Committee* which, in 2018, became the *International Strategic Committee* (ISC), expanding its functions to provide advice on various financial matters for better governance of the Institute. This committee is chaired by Br Ambrose Payne. (Cir. 469, Proposition 44)
2. We succeeded in increasing the Stable Patrimony Fund and the Fund for the Initial Formation of the Brothers. We also created a Fund for the Formation of our Lasallian Partners. (Cir. 469, Proposition 33)
3. We organised study and formation sessions for the Bursars of the different Districts at Regional level. The aim of these meetings was to offer a common formation, but they also served to establish links of communication among the Bursars and between them and the Bursar General. (Cir. 469, Propositions 46 and 48)
4. Together with the Secretary General and the Procurator General of the Institute, we coordinated the revision and publication of the Administrative Directory (2017) which includes a comprehensive section on the Administration of Temporal Assets.
5. We have begun the revision of the Economic Directory, the last edition of which dates to 1998. In this revision, we have considered the new directives of the *Congregation for Institutes of Consecrated Life and Societies of Apostolic Life* (CICLSAL) concerning the administration of goods.

6. We acknowledge with appreciation that the Districts have continued to contribute to the Sharing Fund since 1976 (cf. Cir. 403, 40<sup>th</sup> GC, Proposition 89) and to the Development Fund since 2014 (cf. Cir. 469, 45<sup>th</sup> GC, Proposition 47) based on the category system.

## C. Critical processes

In 2018, we began the process of professionalising the services offered from the Bursar General's office. We hired the professional services of an accounting firm with an office and staff at the Generalate. Thanks to this decision, we have been able to digitalise the information of the past years and streamline the accounting processes. This has made it easier for us to make more effective and relevant decisions. These changes have been welcomed by the Secretariats and Services of the Generalate as well as by District Bursars.

The presence in the Generalate of the offices of *Christian Brothers Investment Services Global* (CBIS Global) has been a great support for financial advice for both the Bursar General's office and District Bursars.

We have reviewed, and updated, the various agreements that the Generalate has with the administrators of the various entities that make use of property belonging to the Generalate, e.g., such as with the Casa per Ferie La Salle, the La Salle School, etc.

## D. Outputs

- The creation and organising of the International Strategy Committee (ISC)
- The organisation of two expanded meetings with the International Strategy Committee
- The participation in Regional Educational Mission Assemblies
- The organization of Regional meetings with District Bursars (2017, 2020)

- The publication of the Administrative Directory (2017)
- The elaboration of the Economic Directory to be published in the first quarter of 2022.

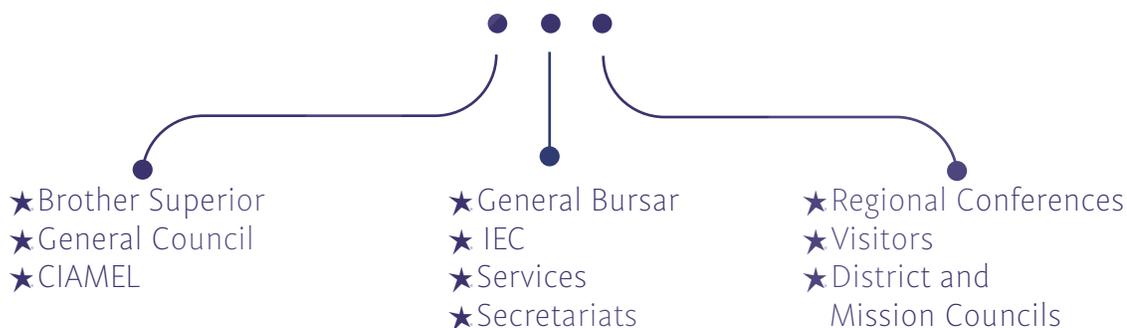
## ***E. Future Pathways***

The Bursar General will briefly present to the 46th General Chapter the difficulties with the current District system of categories and quotas requires the attention of Chapter delegates. The Bursar General and the International Economic Council will offer recommendations. The IEC and ISC also present for consideration:

1. The following recommendations, developed in collaboration between the Bursar General, the International Economic Council (IEC) and the International Strategic Committee (ISC), are endorsed by Brother Superior and the General Council. These recommendations are not primarily a request for funding or a better system of contribution. They cover everything from financial viability to fulfilling the Lasallian Mission effectively. They are best appreciated as a way of strengthening the current governance model in ensuring the overall Institute's direction and effectiveness and making the Lasallian Mission sustainable for the future (cf. Figure 1 below). The recommendations are:
  - a. That an Endowment Fund, to support the care of sick and elderly Brothers in Sectors where the support level is inadequate or unsustainable, be established. It is recommended that the Centre of the Institute and Districts each contribute 6% of declared invested assets for this Fund.
  - b. That an Endowment Fund, to support the creation and consolidation of new educational works in service to the poor, be established. It is recommended that the Centre of the Institute and Districts each contribute up to 3% annually of declared invested assets.

# GOVERNANCE

GOVERNANCE PROCESSES such as the role of the following



## AREAS OF CONCERN

- ★ Preparing the lay partners
- ★ Focusing on expansion of the mission
- ★ Preserving and optimizing the Institute patrimony
- ★ Establishing financial co-responsibility
- ★ Enabling the Centre and the Regions

## STEWARDSHIP OF INSTITUTE PATRIMONY

★ MISSION ENDOWMENT FUND

★ WELL-BEING ENDOWMENT FUND

**Figure 1:** Simple illustration of a governance model that can cover everything from financial viability to fulfilling the Lasallian Mission effectively.

2. The Bursar General will organise regular formation sessions for Bursars and District Administrative Officers every three years. The target group can be expanded to include young Brothers and Partners who have recognised potential in financial expertise with a view to making the Lasallian mission more sustainable in the future.



# Brothers of the Christian Schools



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the Christian  
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