

SUSTAINABILITY, ACCESSIBILITY & INCLUSION



BACKGROUND & GUIDE

Background

One of the four themes addressed during the *Assembly for Mission* (AKA Mission Assembly) for the District of SFNO is that of Sustainability, Accessibility, and Inclusion. The 65 delegates from around the District came to Mont La Salle to read, listen, discuss, consider, and put together four directional statements, along with appropriate action steps. Once endorsed by the District Chapter and approved by Rome, they become the directional statements for the District moving forward.

This prayer service focuses on the work of the committee on Sustainability, Accessibility, and Inclusion, bringing their directional statements to the Boards for their future planning at the school. The CEO and school leadership develop strategies for implementing the substance and intentions of the directional statements. The Board annually monitors the CEO in responding to elements specified in the directional and action statements.

Guide

TIME REQUIRED: 20 Minutes (*More, if needed or desired*)

- ❖ **NOTE:** If a member of the board or institution attended the 2016 Mission Assembly, then he or she may be well placed to guide this process and perhaps take responsibility for one of these prayer/formation sessions.
- ❖ Make sure that you have enough copies of the PRAYER and other elements provided. All of these should be part of this packet. You may want to email them to board members for their perusal and study prior to the meeting.
- ❖ Choose readers before the meeting. Ask them to read their part and become familiar with it, so that they are able to read it slowly and deliberately.
- ❖ Provide any instructions (For example: “We will read Common Prayer on the back together, and in the formation section [name] will give some background and impressions of the Mission Assembly, after which we will”)
- ❖ Be sure to observe a pause (30-60 seconds) after the first reading and a longer pause (1 – 2 minutes) for the Personal Reflection Moment.
- ❖ The video is very short (3 min.) and may be something that is played before, during, or after the prayer/formation activity. It highlight the fact that people have to be disposed and able to really see what’s in front of them in order to appreciate it. For this themes, you will be able to make the connections between the points made in the video and the theme of sustainability, accessibility, and inclusion.

SUSTAINABILITY, ACCESSIBILITY & INCLUSION



Leader: Let us remember that we are in the holy presence of God.

[PAUSE]

Reading 1:

(Matthew 25: 14-30 - A more modern interpretation of the story)

There was a man who went abroad for 3 years and gave money for three of his employees to manage. One received \$50,000, another 20,000 and the last \$10,000. The one with the \$50K went out right away and used it to make another \$50K. The second one did the same and made \$20K. And the one with \$10K put it in a Ziploc bag and hid it in the back of his closet.

When the man returned, he called each one in. "And bring your P&L statement," he said. The first one came and showed that he had doubled what he had started with. "That's terrific," said his employer. "You're a great employee. Since you can be trusted with these kinds of funds, I'll put you in charge of much more. And we'll celebrate with dinner tonight!" The second one then came in and also showed him that he had doubled the money he had been entrusted with. The employer told him, "Pretty impressive. You did a fine job here. Since I now know that I can trust you, you'll soon be in charge of more things." Finally, it was the turn of the one who had been given the \$10K. He walked in with some hesitation and blurted out, "Look, I know that you're a demanding boss. I don't understand your business methods and didn't really know what to do with the money you gave me. So I just saved it in my room, because then at least I can give it all back, without losing anything."

The man was not pleased. "What a crazy thing to do! Why didn't you at least put the money in the bank, so that I would get three years interest?" No answer or eye contact. "Okay. Give your \$10K to the one who started off with the most, because he will at least know what to do with it." (Those who have something, and know it, can do something with it; those who have nothing, or don't believe they have, will find even that "nothing" disappears.) "And by the way, you're not invited to join us at our dinner celebration. You have nothing to celebrate."

[PAUSE]

Reading 2:

(Fr. Ronald Rolheiser, OMI – August 5, 2001 – Real and False Humility)

In his inaugural address, Nelson Mandela suggests that false humility hurts us just as much as false pride. His words: "Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light not our darkness that frightens us. We ask ourselves, 'Who am I to be brilliant, gorgeous, talented, fabulous?' Actually, who are you not to be? You are a child of God. Your playing small doesn't serve the world. There's nothing enlightened about shrinking so that other people won't feel insecure around you. We are born to manifest the glory of God that is within us. It's not just in some of us. It's in everyone, and, as we let our light shine, we consciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others."

That's an important, gospel corrective to our common misunderstanding about humility.

Spontaneously we tend to think of humility as self-effacement, self-depreciation, as never blowing our own horn, as always first waiting to be asked before we step forward to offer our gifts. We identify humility with non-assertiveness.

There's a lot of truth in that but, as someone once said, a heresy is something that's 98% correct. The other 2% is what hangs us. That's the case here. Humility is, in fact, a healthy self-effacement and non-assertion. But then it becomes complicated. Self-effacement is not self-depreciation and indeed there's nothing enlightened about shrinking so that other people won't feel insecure around you. Why not?

Because our gifts and talents are meant to help others, just as their gifts are meant to help us. To hide our light under a bushel basket serves no one – others, God, ourselves. That's precisely what Jesus warns us about in the parable of the talents. When God gives us a gift, God expects a certain return. To hide our talents, as the parable makes clear, is perilous to self and not very pleasing to the one who gave those gifts.

[PAUSE]

Personal or Group Reflection (*Choose one*)

- ❖ In your experience, what is the relationship between innovation and success? How might it apply in your or your institution's current situation?
- ❖ What does the story about the "talents" (the money given out) tell you about the need or practice of sustainability and philanthropy?

Our Common Prayer Response:

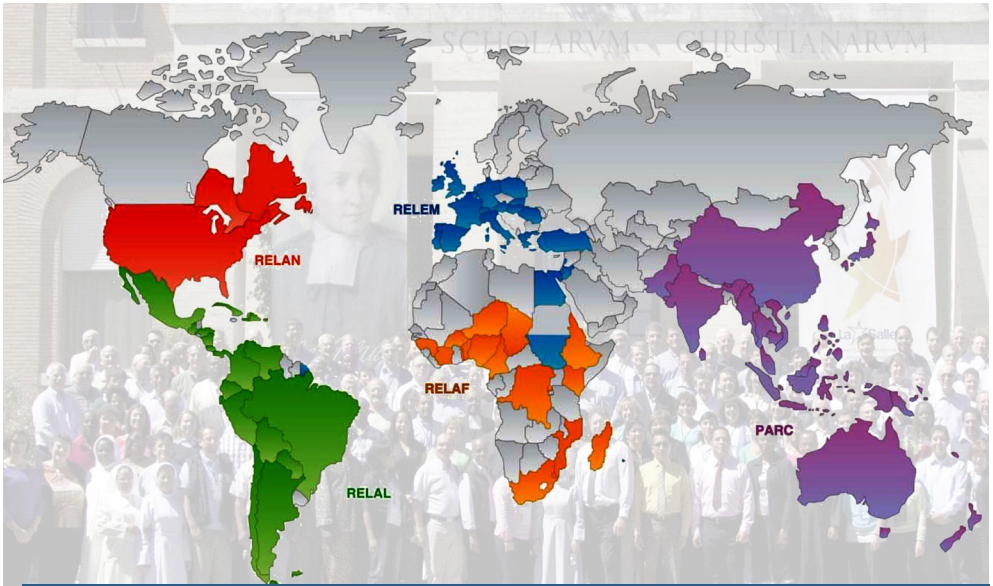
All: Gracious God,
You bless us with talents, gifts, and graces
that we do not fully appreciate,
and that we probably don't even fully know.
What you have given, you will one day receive back with interest.
Help us to be active agents in
using our talents in response to invitations and opportunities,
so that others around us may benefit from what we know or do,
sharing the gifts that we have received or earned,
so that others may benefit from what we the things we have,
living the grace-filled life that you have given us,
so that others may benefit from the person we are.
May we come to know and be the person you want us to be.
We ask this through Jesus Christ, our Lord. Amen.

Supplemental Video (*3 minutes*)

*This video about "Mindfulness" was done by the same videographer who did "Gratitude."
It ties in talents, gifts, and a purposeful life with the invitation to exercise mindfulness.*



Mindfulness - <http://gratituderevealed.com/portfolio/mindfulness/>



“Religious education and the common good invite us to rethink and renew our focus, especially to poor children and youth. ... As Lasallian educators we cannot sit idly and remain on the sidelines. There is an urgent need to find new roadmaps that encourage creativity and innovation in the pursuit of the common good.” (Circular 470, Pg. 10-11)

What do “Sustainability, Accessibility, and Inclusion” mean?

These three words cluster aspects of Lasallian education that are integrally related to one another. Sustainability is about ensuring financial viability for the future. Accessibility is about ensuring that those who wish to attend our schools, especially the poor, are able to do so. Inclusion is about ensuring that Lasallian school communities together embrace - educationally, financially, personally, etc. - those who are part of its reach and influence. Even in De La Salle’s time, the education students received ended up including parents and extended families because kids came home and shared what they had learned - academic, behavioral, religious, politeness, etc. - with their families and others.

Schools cannot survive without those who work hard to ensure that they continue to be financially sustainable, innovative and responsive to a society’s real needs, and able to tell their message well to those in position to support them into the future. These are three dimensions of the one Lasallian mission that depend on the success of each in order to guarantee the success of all.

Why should I care?

These topics are ones school administrators and boards worry about on a regular basis. Schools go south if they’re not set up to keep paying the bills, keep finding others to help them to do so, and keep the doors open for those they want to serve, especially the poor.

The more that ALL those in schools are aware of the challenges posed in these three areas, the better you and others are able to recognize, communicate, act in ways that ensure the school’s future.



Towards the Year 2021: Living Together our Joyful Mission

Zeal for Our Ministry

We need to ask ourselves the same question as Pope Francis: *Are we determined to break new ground that the novelty of God presents to us or to dig in to old structures that have lost the ability to respond?* Like our Founder who was passionate in instructing the young to be good disciples, apostles, and citizens, in this Circular [470] we in-vite ourselves to pursue with the same zeal the kind of religious education that serves the common good.

Living in Communion

The common good we are pursuing is an inclusive and sustainable growth and development in economic, political, social and spiritual spheres. This common good requires participatory processes, shared responsibilities, and accountabilities by all Regions, Districts, and Sectors.

This kind of collective effort is nothing new but very much tied to our vow of living "together and by association" for the educational service of the poor. In faith, we believe this is what it means to live the promise of vitality, not only for the Institute, but especially for those who are vulnerable and living on the peripheries.

Overall Goal

To achieve a high standard of good stewardship for current and future human and financial resources in order to fulfill the purpose of the Institute.

(The above is from Circular 470)

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The mission requires continuity in the availability and development of resources both human and financial. Continuity is assured by: adequate and equitable access to formation and training; ongoing development; adequate income; and intervention by the Institute when necessary. (Circular 469 - 7.2)

"Catholic School Renaissance"

(Andy Smarick and Kelly Robson)

In 2000, just 29,000 students attended a religious or private school with public support. In 2014-2015 nearly 354,000 did. (Pg. 96)

Methodical, nationwide growth of high-quality Catholic schools is likely to require the same deliberate investment in an infrastructure of incubators, accelerators, and harbormasters that fueled the rise of charter schools. (Pg. 117)

No thriving system, no matter how smartly built, can be made people proof. If you have weak leaders, even donor-kissed schools will tank... Good strategies will only go as far as the people leading them. (Pg. 89-90)

From the 2016 SFNO Assembly on Mission

Sustainability, Accessibility and Inclusion Subcommittee

Directional Statement

The District of San Francisco New Orleans will become a national leader in Catholic education by aggressively implementing innovative school models and generating creative, new revenue sources to ensure systemic access to students from low and middle-income families.

Among the Action Items that came with that directional statement are the following:

3) District Leadership, LCBF, DCAA, ABC, Boards of Trustees, and Saint Mary's College will create new revenue sources through the organization of a series of dialogues among the different leadership constituencies of the District ...

4) District Leadership, LCBF, Saint Mary's College, and Schools of the District will explore continually emerging alternative school models. The District will resurrect District involvement in the School Choice movement.



Brothers of the
Christian Schools



Towards the year 2021: Living together our joyful Mission

Circular 470
March 24th, 2015

General Council
Via Aurelia, Rome, Italy

BROTHERS OF THE CHRISTIAN SCHOOLS

CIRCULAR 470

March 24, 2015

**Towards the
year 2021:
Living Together
our Joyful Mission**

General Council

Via Aurelia – Rome, Italy



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Almost 1.5 billion people are multi-dimensionally poor, with overlapping deprivations in health, education and living standards. And close to 800 million people are vulnerable to falling back into poverty when setbacks occur.

(UNDP Report, 2014)

The 45th General Chapter expresses the collaborative efforts of Lasallians to discern the needs, priorities and aspirations of the Institute. Above all, it represents a collective determination to reflect upon its own experiences in 78 countries and provide a solid foundation for a broad agenda that is responsive to a number of today's and tomorrow's global challenges. An agenda that is also worthy of the aspirations of our communities and ministries for a better future. *Circular 470* can serve as a guide for the Institute's agenda.

This reflection goes along with the appeal we received during the 44th General Chapter, when Ms. Mary Robinson, a former President of Ireland and United Nations High Commissioner for Human rights, invited us to collaborate in helping to realize its millennium goals. We acknowledge that these United Nations millennial development goals have set global and national priorities and focus action at all levels. On the other hand, trends on eradicating poverty and improving access to primary education have been uneven, to say the least. Much more work remains to be done.

As an international organization of Lasallians we have the capacity to make our contribution in the areas of solidarity, poverty, education in general, and religious education in particular, toward achieving the common good. We are also aware that our Institute lives in a world that requires greater interdependence among Regions, Districts and Sectors. We acknowledge that the global challenges ahead will require a truly international agenda and roadmap, with shared responsibilities by all Regions, Districts and Sectors. There is no one size that fits all. This requires flexibility to tailor planning and measurable targets to Regional, District and Sector conditions and priorities while respecting the general directions of the 45th General Chapter.

Background of Trends

Faith in the Presence of God among the Poor and on the Peripheries

The trends toward a radically changed demography, greater commodification of resources, and widening social inequality, have ruptured existing economies and created new conditions of extreme wealth and poverty. These trends have also resulted in uneven food production, distribution and consumption, systemic failures in health care and education, and adverse effects on environmental sustainability. These ecosystems of shifting, overlapping, and competing populations, poverty and peripheries mean many things: low wages, job insecurity, gender exploitation, homelessness, child labor, and vulnerability to the capricious play of politics and power across many scales and latitudes.¹

The Church, too, invites us to take this call seriously, saying “all of us are asked to obey his call to go forth from our own

comfort zone in order to reach all the 'peripheries' in need of the light of the Gospel.”²

It is in this light, that we need to ask whether our educational ministries – from primary to tertiary, vocational-technical to academic research, formal to non-formal, and traditional to innovative systems – respond adequately to the poverty that surrounds us and the people who live isolated on the peripheries. As Lasallians, our vocation lies in education on behalf of the poor who live on the peripheries. In similar language, the 45th General Chapter calls us to move “beyond borders.” Like our Founder who was deeply moved by the children of the artisans and poor in the streets, in this *Circular* we invite ourselves, with the eyes of faith, to constantly re-commit our lives for the poor and those living on the peripheries.

Zeal for our Ministry of Religious Education and for the Common Good

The trend toward *secularization* permeating the spheres of *gender*, *religion*, *spirituality* and *education* has broken new grounds and introduced global and local realities not considered before. The phenomenon of *secularization* has effectively critiqued every aspect of life, especially displacing the role of religion in the public sphere in favor of science and reason, and elevating the individual over the community. In the process of secularization, religious education is marginalized from public or academic discourse, privatized spiritu-

¹ Thomas J. Donahue. *What's the Harm in Global Poverty?* A Lecture to the International and Area Studies Lecture Series Central Connecticut State University, April 15, 2014.

² *Evangelii Gaudium* 20.

ality is favored over organized religion, gender equality challenges every major religion, and any norm is relativized. The common good and religious education have lost their privileged place of relevance in both the private and public spheres.³

As Lasallians, we are *ambassadors and ministers of Christ* seeking what is always good and beneficial to realize integral human development and the common good. The 45th General Chapter speaks in the same language where it challenges us to *live communion radically and prophetically* and *share the reasons for our fraternity* for the sake of a new stage of evangelization marked by the joy of the Gospel.⁴ This mark of joy flows from our charism and spirituality. We proclaim the Gospel to the poor through our educational ministry, and most especially through religious education.

Religious education has a larger social role than simply remaining internally focused on *code, creed and cult*. It can serve public needs and help to resolve social crises. Religious education can serve as a valuable tool and voice in the public square that is focused “outward” and responds to the real needs of society and the community at large.⁵ It offers dialogue rather than a fight over belief and ideological positions. Interreligious dialogue, for instance, serves to contribute toward mutual understanding and the advancement of the common good of humanity.

Religious education and the common good invite us to re-

³ Joshua D. Reichard. *Religionless Religious Education?* 2013 REA Annual Meeting, Nov 8-10, 2013.

⁴ *Circular 469*, §1.16, 2.1.

⁵ Joshua D. Reichard. *Ibid.*

think and renew our focus, especially to poor children and youth. The Church in the same manner invites us “to be an instrument of God for the liberation and promotion of the poor, and for enabling them to be fully part of society.”⁶

It is in this light, that we need to ask ourselves the same question as Pope Francis: *Are we determined to break new ground that the novelty of God presents to us or to dig in to old structures that have lost the ability to respond?*⁷ Like our Founder who was passionate in instructing the young to be good disciples, apostles, and citizens, in this *Circular* we invite ourselves to pursue with the same zeal the kind of religious education that serves the common good.

Living in Communion: The Promise of Vitality

As Lasallian educators we cannot sit idly and remain on the sidelines. There is an urgent need to find new roadmaps that encourage creativity and innovation in the pursuit of the common good. The common good we are pursuing is an inclusive and sustainable growth and development in economic, political, social and spiritual spheres. This common good requires participatory processes, shared responsibilities, and accountabilities by all Regions, Districts, and Sectors. This kind of collective effort is nothing new but very much tied to our vow of living “together and by association” for the educational service of the poor. In faith, we believe this is what it means to live the promise of vitality, not only for the Institute, but especially for those who are vulnerable and living on the peripheries. *Circular 470* can offer a blueprint for each

⁶ *Evangelii Gaudium*, 187.

⁷ Homily on the Feast of Pentecost, 2013.

Sector, District, and Region on what are our priorities and strategies in the next 7 years.

Fraternally in St. John Baptist de La Salle,

*Brother Robert Schieler, Superior General,
and the members of the General Council:*

Brother Jorge Gallardo de Alba, Vicar General

Brother Timothy Coldwell

Brother Aidan Kilty

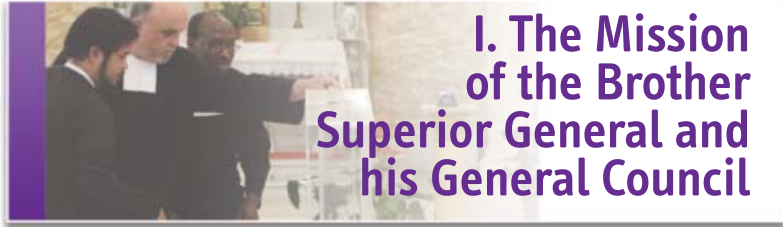
Brother Ricky Laguda

Brother Rafael Matas Rosselló

Brother Pierre Ouattara

Brother Paulo Petry

Brother Gustavo Ramírez Barba



I. The Mission of the Brother Superior General and his General Council

A. At the service of the Institute

In the spirit of the Rule, the Brother Superior General and the Brothers of his Council *consider authority to be a service* (RR 109)⁸ that should be exercised *in a spirit of co-responsibility and subsidiarity* (RR 110).

This spirit calls us to be attentive to the lives of the Brothers and to the variety of situations in the Institute and to discern together how to address them. At the same time, it falls to the General Council to assume its responsibilities *by making decisions and by encouraging the initiatives necessary for the smooth running of the Institute, in accordance with its charism* (cf. RR 110.3).

B. The overall mission of the General Council

The mission of the General Council is defined by the *Rule* (RR Chapter 8) and the directions of the 45th General Chapter. We would like to give importance to the following:

- To be guarantors of the charism of the Founder and of the mission of the Institute.
- To be messengers of hope, justice, faith and joy.

⁸ RR: Revised Rule.

- To keep alive the prophetic dynamism in the spiritual heritage left by the Founder.
- To look after the spiritual renewal of the Brothers.
- To remain in contact with all parts of the Institute.
- To ensure a correct understanding of the revised Rule.
- To encourage new initiatives, as requested by the 45th General Chapter.
- To make all necessary decisions, as mandated by the 45th General Chapter.

C. The government of the Institute according to the 45th General Chapter

As the Rule indicates, the General Chapter provides for the continuing adaptation and renewal of the Institute and sets out the main guidelines for the future governance of the Institute. The 45th General Chapter reviewed the structure of governance established by the 44th General Chapter (2007) which created a General Council comprised of the Brother Superior General, the Brother Vicar General, five Brother General Councilors with special responsibilities for the Regions, and three resident Brother General Councilors in Rome. That structure was result of the ever-changing need by the Institute's highest legislative body to devise the most effective way of supporting the Brother Superior General in his mission of leadership and animation in the Institute. This process had been underway since the General Chapter of 1976 when the role of the former Assistants was subsumed into that of the Brother General Councilor.

The 45th General Chapter decided to maintain the five Brother General Councilors with special responsibilities for the

Regions but opted to leave the Brother Superior General free to appoint two additional Councilors based on needs rather than present him with elected resident Councilors. At the same time, to highlight the essential relationship between the Brother Superior General and the Brother Vicar General, the 45th General Chapter also decided that the Brother Vicar General should be elected from three names proposed to the Chapter by the Brother Superior General. It also clarified the role of the Brother Vicar General by emphasizing his role as a facilitator of unity of purpose within the central services of the Institute for which he would be the coordinator.

These changes give more flexibility in the way the Center of the Institute operates and more opportunities for personal and direct communication with those responsible for Institute leadership.

1. The composition of the General Council

The Institute's central administration is now composed of the Brother Superior General, the Brother Vicar General, five Brother General Councilors who also have responsibility for the five Regions of the Institute, and two other Brother General Councilors: one Brother General Councilor who coordinates more directly the area of Association and Mission and accompanies Higher Education; and another Brother General Councilor who coordinates the areas of the promotion of Lasallian vocations, particularly to the life of the Brothers; the accompaniment of the various groups within the Lasallian Family; and an additional voice and presence on the Council of a Brother from RELEM, a Region with the highest concentration of Brothers and aging Districts.

These latter appointments take advantage of the flexibility in the *Rule* which states that *the Brother Superior General may add one or two new members to the General Council* (RR 128.3) according to the Institute's needs.

2. The composition of the Secretariats and Services

The 45th General Chapter agreed that the Brother Superior General and his Council should also be left free to restructure the Secretariats and Services according to present and future needs.

3. The role of the Brother Superior General

a. His presence in Visitors Conferences

The Brother Superior General will interact more directly with the Brother Visitors to provide support and animation. This will include meeting them at least once a year in the Regional Visitors Conference.

b. His Pastoral Visits to the Districts

For his Pastoral visits, the Brother Superior General, in dialogue with the leadership team of the District, will identify and address key areas for attention. These visits should always be occasions for encouraging Brothers and other Lasallians and, when needed, to exercise authority and intercede on behalf of the Institute.

4. The role of the Brother Vicar General

Besides substituting for the Brother Superior General when needed, and being his first collaborator, the Brother Vicar General is entrusted with the coordination of the Secretariats and Services of the Generalate.

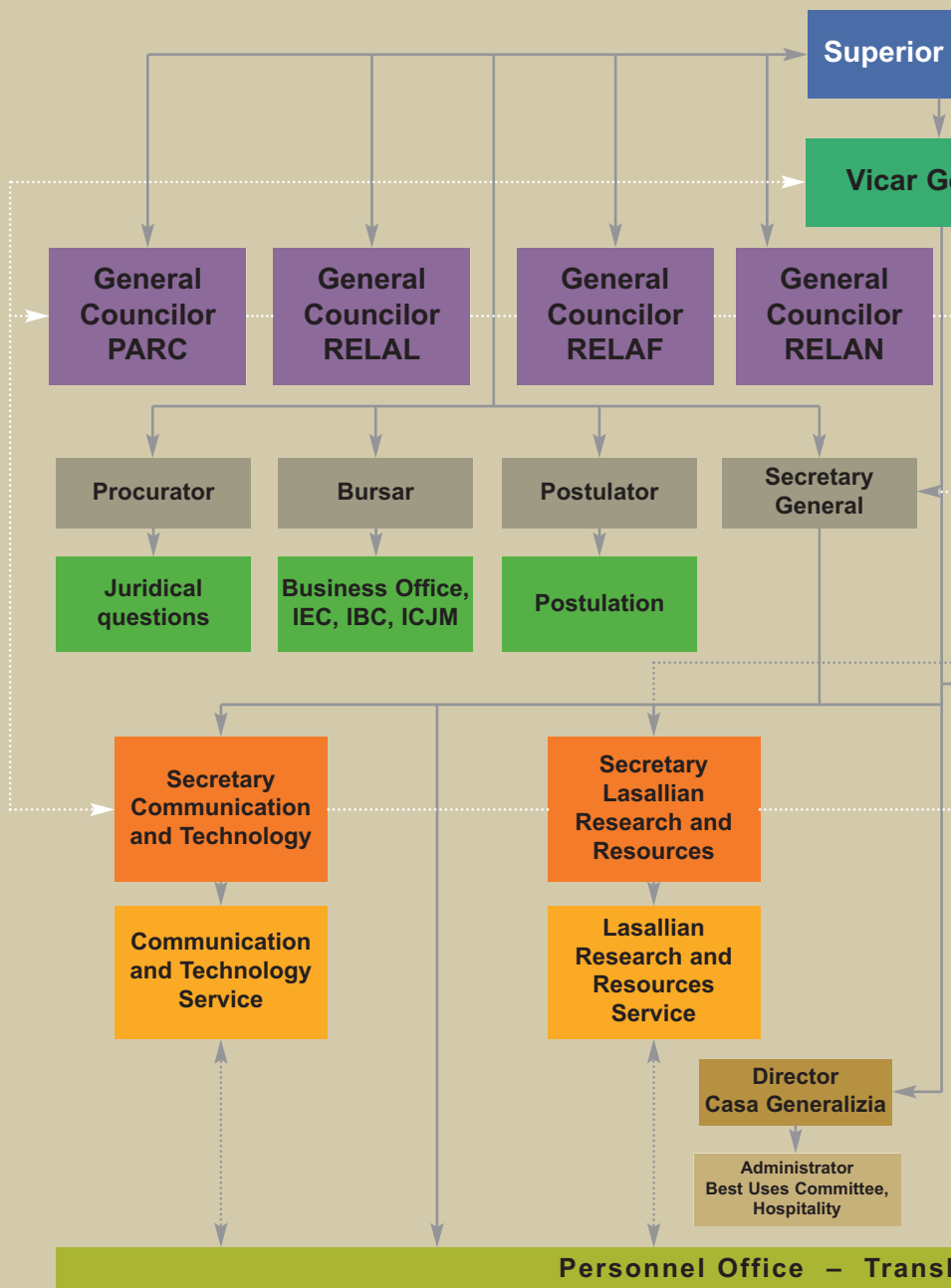
He also organizes and moderates the plenary sessions of the General Council.

5. The Role of the General Council

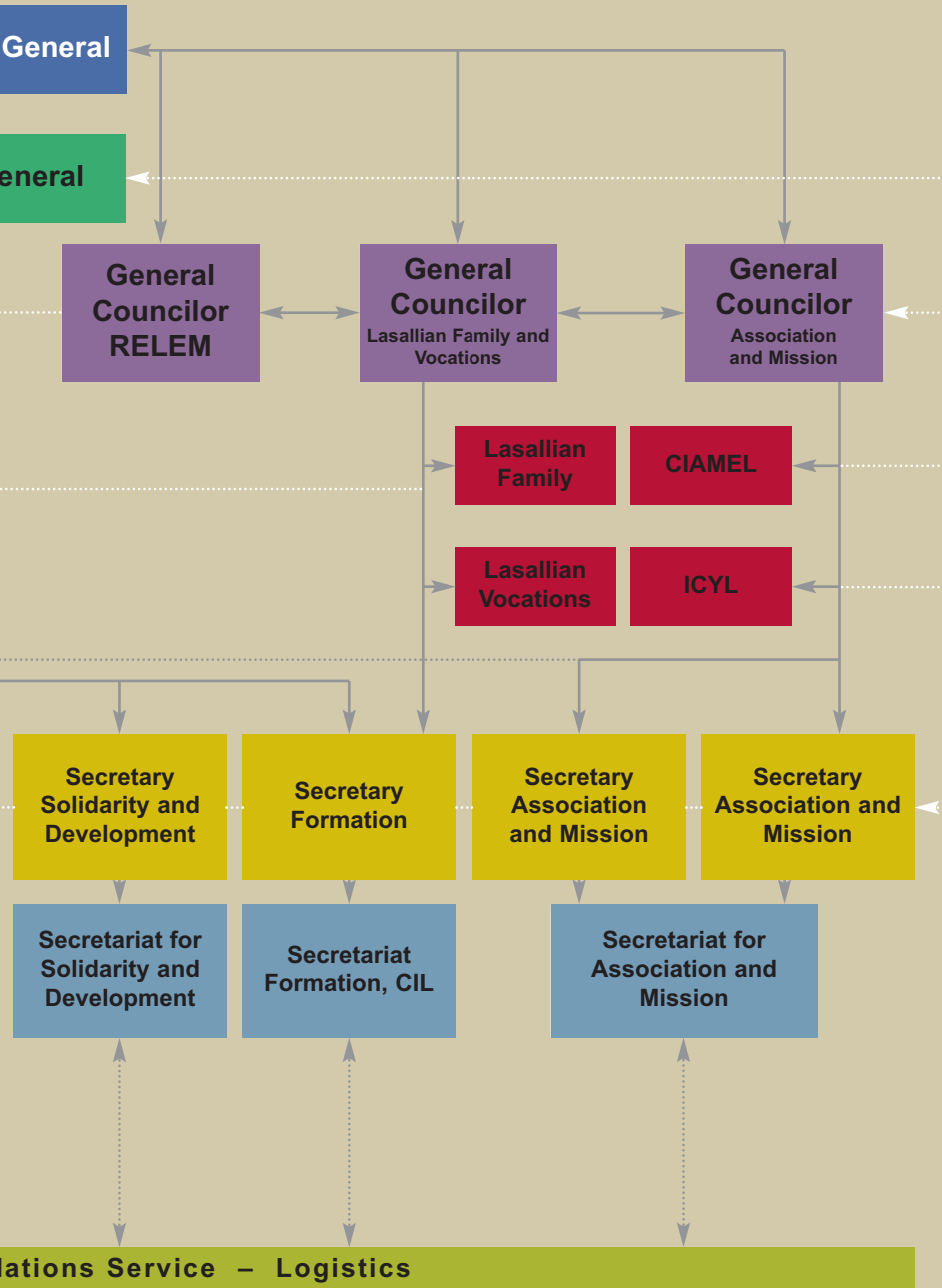
The community life of the Council primarily occurs when the Brother General Councilors convene in Rome for their regular plenary sessions. These sessions focus on the needs and concerns of the Institute while facilitating faith sharing and the continuing formation of the General Council.

D. Organizational Flow Chart

The following organizational chart outlines the structure at the Center of the Institute.



Abbreviations: **IEC:** International Economic Council; **IBC:** International Board of Council Association and the Educational Mission; **ICYL:** International Council of Young Lasallians;



ors; **ICJM**: Istituto Convitto Jesus Magister; **CIAMEL**: International Council for Lasallian
CIL: International Lasallian Center



A. Vision Statement

Compelled by pressing needs,
enlightened by the Gospel,
inspired by our living memory,
we transform lives through quality education for all.

B. Mission Statement

The purpose of this Institute is to provide young people, and especially the poor, with a human and Christian education, in accordance with the ministry entrusted to it by the Church (RR, 3).

C. Core Values

Faith: Acknowledging God's presence in all that we are and do.

Service: Fulfilling all our actions for the love of God.

Communion in Mission: Incarnating Jesus through our association in communities and ministries.

D. Overall Theme

Living Together our Joyful Mission

E. Sub-Themes

The next 7 years will be structured around sub-themes related to the overall theme. Around each of the sub-themes, the following perspectives will be provided to allow the Institute and Lasallian Family to gain insights and develop integrated responses to extend and deepen the relevance of the Lasallian mission. These organizing perspectives are (a) Global Trends, (b) Our Living Memory, and (c) Lasallian Responses and Events.

2014 - 2015	This Work of God is Ours
Global Trends	Integrating Global Technologies and Gospel Truths
Our Living Memory (1714-1715)	Crisis of Parménie Letter of 1714
Lasallian Responses and Events	Pedagogy of the 45 th General Chapter <i>Circulars</i> 469 & 470 District Events around the Year of the Consecrated Life

2015 - 2016	A Gospel Adventure
Global Trends	Confronting new poverties and the culture of commodification
Our Living Memory (1715-1716)	De La Salle moves to Saint-Yon (Nov. 1715). He continues working on the <i>Meditations for Sundays and Feasts</i> .
Lasallian Responses and Events	Pastoral Visit to PARC Revised <i>Rule</i> Declaration on Lasallian Education Lasallian teaching/learning processes for 21 st century

2016 – 2017	One Call, Many Voices
Global Trends	Sustaining spirituality amidst secularization A new way of being Church
Our Living Memory (1716–1717)	Br. Barthélemy visits the communities to prepare the General Chapter. He is elected Superior General at the 2 nd General Chapter (1717).
Lasallian Responses and Events	Pastoral Visit to RELAF Updated <i>Guide for Formation</i>

2017 – 2018	Lasallians Without Limits (Inter-Capitular Meeting)
Global Trends	Bringing about sustainable communities A radically changed demography and natural environment
Our Living Memory (1717–1718)	De La Salle works on the <i>Explanation of the Method of Interior Prayer</i> ; he revises the <i>Rule</i> (1718).
Lasallian Responses and Events	Inter-Capitular Meeting (March 2018) Pastoral Visit to RELEM Promoting Gospel Values and Catechesis in Lasallian Institutions

2018 – 2019	Our Hearts are Burning Within Us (Year of Lasallian Vocations)
Global Trends	Searching for inclusive development Option for the poor
Our Living Memory (1718–1719)	Final revision of the <i>Conduct of the Schools</i> . De La Salle dies on Good Friday (April 7, 1719).
Lasallian Responses and Events	Pastoral Visit to RELAL Citizenship and Human Rights in Lasallian Institutions

2019 – 2020	Great things are possible (III AIMEL)
Global Trends	Overcoming divisions while respecting uniqueness Inter-religious dialogue
Our Living Memory (1719–1720)	<i>The Conduct of the Schools</i> released to the public (1720). Death of Br. Barthélemy. Br. Timothée is elected 2 nd Superior General.
Lasallian Responses and Events	International Assembly (May 2020) Pastoral Visit to RELAN Lasallian memory and educational journeys

2020 – 2021	Our vision. Our Passion. Our Future. (46 th General Chapter)
Global Trends	Growing empowerment of the individual vis-à-vis wisdom of the community
Our Living Memory (1720–1721)	Br. Bernard writes the first biography of de La Salle.
Lasallian Responses and Events	4 th International Symposium of Young Lasallians (November 2020) Young Brothers Assembly (November 2020) 46th General Chapter (May 2021) Lasallian Themes 4



Introduction

Encouraged by the positive impact of Regional and District Mission Councils for the Lasallian Educational Mission and challenged by ever increasing and urgent needs, the 45th General Chapter adopted a structure that had been proposed by the International Mission Assemblies of 2006 and 2013. This is the International Council for Lasallian Association and the Educational Mission. The Chapter went further and entrusted this new structure with specific and critical tasks. This new structure reflects also a decision made by the Brother Superior General and his Council to bring together two former Secretariats: Lasallian Family and Association, and Lasallian Educational Mission.

Following the schedule set up by the 45th General Chapter, the General Council at its Plenary Session in September 2014 created an ad hoc committee to elaborate the statutes for this new structure. This committee convened in February 2015 and successfully completed its mission. The Brother Superior General and his Council approved the statutes with immediate effect.

The statutes have carefully defined the main responsibilities for the members of the Council; first, to assist and support the Brother Superior General and his Council in the exercise

of their responsibilities with respect to the Lasallian Educational Mission; and second, to provide direction and support to the District and Regional Mission Councils and to the Lasallian educational network with a view to furthering co-responsibility.

Accompanied by the Brother General Councilor responsible for Association and Mission, supported by the corresponding Secretariat, and aware and respectful of the diverse realities in the Institute, this Council will collaboratively support the Lasallian network into the future.

A. Definition and Purpose

The International Council for Lasallian Association and the Educational Mission (CIAMEL), as defined by its statutes, 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 supporting every student confided to our care, especially the poor and the most vulnerable.

B. Strategic Goals

1. 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 in service to the poor and the most vulnerable.
2. To implement the propositions of the 45th General Chapter related to CIAMEL's mandate.

3. To develop a prophetic vision for the Lasallian network based upon worldwide studies on current realities and possibilities for the future.

C. Operational Goals

1. 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.
2. To support good administration in existing works to assure their viability.
3. To support and encourage educational projects on the international level in favor of the most vulnerable.
4. To network with Lasallian universities and centers of higher education with a view to strengthening links, pooling resources, and encouraging research for the benefit of the Lasallian Mission.
5. To promote the integral formation of all Lasallians with a view to fostering a deeper understanding and broader implementation of the Lasallian mission.
6. To strengthen the Lasallian network of ministries in accordance with the criteria of solidarity and interdependence.
7. To bring together Lasallians from diverse sectors of the Institute to create ad-hoc committees for specific projects.
8. To collaborate with the Secretariats and Services of the Generalate on mission-related work.
9. 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.

D. Membership

The strategic role that this new structure is entrusted with requires a careful selection of its membership, which ideally will be composed of one third Brothers and two-thirds Partners. This selection will follow a process guided by, and based on, specific criteria that aim at selecting Lasallians from the worldwide Institute who are capable of contributing to the fulfillment of the Council's mandate. The approved statutes provide these criteria to all those involved in the selection process of candidates, namely the Brother Visitors and the Brother General Councilors for the Regions. The Brother Superior General and his Council will make the final appointments with a view to ensuring balance and diversity in the membership of the Council.

E. Council Procedures

This new structure aims to provide a dynamic and efficient process. To effect this:

- The initial Council meeting will include an orientation on the interaction of the Council with other international structures. New members will also receive an orientation upon joining the Council.
- In the first year of operation, the Council will meet twice in person.
- After the first year, and bearing in mind the financial implications, the Council, in consultation with the Brother Superior General and his Council, will decide as to whether it should meet once or twice a year.
- If necessary, the Chair, in consultation with the Brother General Councilor for Association and Mission, may

call other meetings, held via teleconference.

- The Council will commit itself to a process of discernment and prayerful reflection, respecting the voices of all present in order to achieve consensus.
- At the discretion of the Brother Superior General and his Council, an annual joint meeting may be scheduled to ensure an alignment of priorities.
- The Council may engage technical experts to advise and inform it on specific issues.
- The Council, in the conduct of its work, will establish ad-hoc teams for special projects. It will decide how project work and outcomes are implemented and disseminated across the Lasallian educational Network.
- In the course of given projects, the Council may request closer collaboration with, or support from, specific Secretariats or Services.
- As a part of the annual agenda, the Council will meet with Secretariats and Services of the Generalate to share mutually relevant information.
- Decisions made by CIAMEL will be submitted for approval to the Brother Superior General and his Council.

F. Council Evaluation

The appointed members of the Council will convene for the first time in the last quarter of 2015. From then on, they will report periodically to the Brother Superior General and his Council on the progress of their projects.

It is hoped that this structure, coming into effect almost a decade after it was first proposed, will prove its resourceful-

ness and effectiveness. The report of the Brother Superior General and his Council to the 46th General Chapter will serve as the basis for future decisions about this structure of the Lasallian Educational Mission.



IV. Secretariats, Services, Councils and Commissions

Introduction

Secretariats and Services

The Secretariats and Services at the Center of the Institute are organized to help the Brother Superior General and his Council in the government and animation of the Institute. The synergy between the General Council and the Secretariats and Services has produced the present Strategic Plan with the aim to carry out the propositions of the 45th General Chapter with a comprehensive and realistic set of goals and strategies involving the Regions, Districts and other concerned entities in the Lasallian world.

The General Chapter agreed that the Brother Superior General and his Council should be left free to restructure the Secretariats and Services in function of present and future needs.⁹

Based on the experience of the previous years, the General Council decided:

- To combine the Lasallian Educational Mission and Lasallian Family and Association Secretariats into a

⁹ cf. *Circular* 469, § 6.16.

single Secretariat with two secretaries and directed and animated by a Brother General Councilor. The name for this new Secretariat is “**Association and Mission: Working for a Hopeful Future.**”

- To replace the former Secretariat Being Brothers Today with the **Secretariat for Formation**. This Secretariat will coordinate initiatives related to the Pastoral Ministry of Vocations. It comprises the community and services of the International Lasallian Center (CIL).
- To create the **Communications and Technology Service**; adding the element of technology in its field of action.
- To keep the **Secretariat for Solidarity and Development**.
- To keep the **Lasallian Research and Resources Service**.
- The Brother Vicar General coordinates the Secretariats and Services of the Generalate.

International Advisory Councils and *Ad Hoc* Commissions

Until the last General Chapter, each Secretariat and Service had an International Advisory Council. An evaluation suggested that it would be more efficient to appoint ad hoc commissions when needed in order to provide opportune help in a direct way with some of the issues that may arise. Some of them have already been suggested or decided by the General Chapter such as:

- *Ad hoc* commission to create statutes for CIAMEL.¹⁰

¹⁰ *Ibid.* §3.49.

- *Ad hoc* commission to carry out a study of the activity of pastoral ministry and to develop methodologies for the proclamation of the Gospel.¹¹
- *Ad hoc* commission to update the Brothers' *Guide for Formation*.¹²

As decided by the General Chapter, the General Council will continue to count on the valuable advice of the *International Economic Council* and the *International Council of Young Lasallians*, who will meet regularly according to their own statutes.

The present chapter describes the role and introduces the objectives of the Secretariats, Services and International Advisory Councils.

A. Secretariat for Association and Mission: working for a hopeful future

Because it is your duty to teach your disciples every day to know God, to explain to them the truths of the Gospel, and to train them in their practice, you must be entirely filled with God and burning with love for his holy law, so that your words may have their proper effect on your disciples. Preach by your example, and practice before their eyes what you wish to convince them to believe and to do.

(Med 100. 2).

Since our foundation, association for the educational service of the poor has always been a challenging memory. Recently, this was more evident during the reflections of the delegates for AIMEL 2013 and the 45th General Chapter. These two

¹¹ *Ibid.* Proposition 15.

¹² *Ibid.* Proposition 31.

events recognized the lived experience of the Institute in the area of association in recent years and the impact of association in the way we serve the poor through education.

At the organizational level, we want to stress this connection between Association and Mission by having a single Secretariat to animate what, until the last General Chapter, was entrusted to two different Secretariats. Among the assets the Institute has and should be continued in this new Secretariat are:

- A long and solid professional heritage that motivates the commitment of Lasallians at the local level to ensure “that the school runs well.”
- A deeper awareness among Lasallians of their role in safeguarding the rights of children and the young.
- An increase in the number of Lasallian centers for higher education, and their role in the larger educational mission of the Institute.
- An increased will to facilitate more collaboration among Lasallian higher education institutions.
- A considerable body of publications and programs from the Center of the Institute as well as from Regions and Districts that enable consistent progress in the promotion of association within educational communities.
- A growing understanding of self-sufficiency in the context of solidarity and subsidiarity in worldwide Lasallian institutions.
- A full-time Coordinator for Young Lasallians and its accompanying International Council has fostered the commitment for the Lasallian Mission among young adults.

- A greater acceptance of the need for mutual accompaniment between Brothers and Partners in their respective journeys as Lasallian educators.

Objectives

1. To set in motion the International Council for Lasallian Association and the Educational Mission (CIAMEL) for the animation and direction of the Lasallian educational mission in order to respond to the needs of the educational service of the poor in the worldwide Institute in the most effective manner.¹³
2. To ensure the Lasallian character and quality of every educational work in the Lasallian network with a view to instilling in a more effective manner our core values of faith, service, and community.¹⁴
3. To actively continue the process of promoting association among the diverse Lasallian groups and religious families for the purpose of encouraging mutual collaboration and, at the same time, deepening their own Lasallian identity.¹⁵
4. To strengthen or create formation programs for formation personnel of Brothers and Partners at District and Regional levels with a view to address the growing need for qualified formation personnel in the Institute.¹⁶
5. To prioritize our Institute's role in bringing the good

¹³ cf. IA 2013; *Circular* 469: 3.1-3.5; Propositions 11, 12.

¹⁴ *Ibid.* Propositions 13, 17.

¹⁵ *Ibid.* Propositions 3 – 6 and 8 – 10.

¹⁶ cf. IA 2013; International Young Brothers Assembly –2013; 3rd International Symposium of Young Lasallians –2014; *Circular* 469: Propositions 28, 29.

news and values of the Gospel of Jesus Christ to all peoples, affirming the role of Brothers and Partners as catechists and witnesses.¹⁷

6. To further the efforts of all Lasallians in the defense and the promotion of the rights of children and the young.¹⁸
7. To make full use of the potential from Lasallian institutions of higher education, encouraging them to bring about greater coordination with the Districts and to extend their contributions to learning, research, dialogue between culture and faith, teacher training and societal development within the whole Lasallian family.¹⁹
8. To encourage effective responses from our Lasallian institutions and Regions to the urgent educational needs of the vulnerable that are found on “the borders” of the societies where they are located.²⁰
9. To strengthen the Young Lasallians Movement by supporting the representation of young people in Sector, District, and Regional structures with a view to involve them even more in the educational mission with the poor.²¹
10. To support the drawing up and implementation of a plan of communication at the local level based on the directives of the document entitled *Guide for the Development of the Plan of Communication*, in order to integrate communication policies and practices within the educational framework of the Lasallian mission.²²

¹⁷ cf. IA 2013; *Circular* 469: Propositions 15, 16.

¹⁸ *Ibid.* Proposition 14.

¹⁹ *Ibid.* 3.20-3.25.

²⁰ *Ibid.* 3.26-3.27, Propositions 19, 27.

²¹ *Ibid.* Propositions 9, 10.

²² *Ibid.* Proposition 20.

11. To promote and ensure the self-funding of formation initiatives and programs related to association.²³

B. Secretariat for Formation:

Every call for renewal includes a desire for personal renewal and, therefore, it is related to formation.

(Michel Sauvage)

The Secretariat for Formation is oriented to the needs of formation for the mission of all Lasallians. It tries to respond from a global perspective to the specific formation of the different target groups: vocation ministry, initial and continuing formation of the Brothers and the Sisters, retired Brothers, young Lasallians, volunteers, educators, leaders, administrative personnel, Signum Fidei, etc. The members of the Secretariat, Brothers and Partners, find diverse ways of listening to the needs from the grassroots and from those responsible at the District and Regional levels. They discern together the needs, foster effective responses and adapt their internal organization or structure to better respond to these needs.

In accordance with the 2013 International Assembly, the members of the Secretariat want to become an international clearinghouse for Lasallian formation. They will be attentive to communicate the ongoing experiences, knowledge and current reflections on formation. They will make available for all Lasallians the main resources for formation and they will foster an international network for formation.

They respond to local, regional and Institute needs for im-

²³ *Ibid.* §5.18-5.22 Propositions 7, 33.

plementation and coordination. This coordination optimizes human and financial resources and fosters solidarity to help and support sectors most in need. The Secretariat serves mainly the Regions, and through them, the Districts and Sectors. It also fosters collaboration with other religious congregations in the same spirit of coordination, optimization and solidarity.

Objectives

1. To provide the support needed to foster:
 - (a) a culture of accompaniment for all Lasallian groups;²⁴
 - (b) the centrality of the vow of association in the Brothers' formation;²⁵ and
 - (c) the formation of the Brothers as catechists in the Regions and Districts.²⁶
2. To collaborate with regional structures in order to plan programs:
 - (a) to promote the Lasallian vocation;²⁷
 - (b) to train formation personnel for the Lasallian mission;²⁸
 - (c) to train formation personnel for the Brothers' life;²⁹
 - (d) to renew the life and the mission of the Brothers;³⁰ and
 - (e) to study and suggest better ways to optimize the human and material resources in order to ensure the quality of their formation plans.³¹

²⁴ *Circular* 469, Proposition 30.

²⁵ *Ibid.* Proposition 3.

²⁶ *Ibid.* Proposition 16.

²⁷ *Ibid.* Proposition 25.

²⁸ *Ibid.* Proposition 28.

²⁹ *Ibid.* Proposition 29.

³⁰ *Ibid.* Proposition 2.

³¹ *Ibid.* Proposition 32.

3. To foster structures and emerging networks for vocation ministry³² and lifelong formation in the Districts and Regions.

C. Secretary for Solidarity and Development

We have created a 'throw away' culture... those excluded are no longer society's underside or its fringes or its disenfranchised – they are no longer even a part of it. The excluded are not the 'exploited' but the outcast, the 'leftovers'.

(Evangelii Gaudium 53).

The 45th General Chapter reaffirms the centrality of the Institute's mission as an instrument which enhances Gospel values in a multicultural and pluri-religious world. The Solidarity and Development Secretariat offers its services and resources in the fulfillment of this mission.

There are three main areas where the Secretariat wants to focus: the formation of human resources and capacity building, the search for financial resources to support the mission in fragile Sectors, and the sensitization to migratory movements.

Formation of human resources and capacity building

In order to advance the mission of the Institute, both formal and informal preparation of our personnel must occur. In the language of the Institute, this is called “formation” and it embraces both Brothers and Partners at multiple levels. To assist in the important job of formation across the Institute, the Solidarity and Development Secretariat is called to continue, primarily in fragile Districts/Sectors: (a) organizing

³² *Ibid.* Propositions 24, 26.

programs on Children's Rights and Child Protection and (b) training local administrators at Sector, District, and Institute levels.

Objectives:

1. To assist with the financial costs of initial formation through the Sharing Fund and Premià scholarships;
2. To support formation initiatives, especially for Partners at the grassroots level, in collaboration with the Regional structures and the other Secretariats;
3. To support the formation of institutional leaders (Brothers, Partners, researchers);
4. To search for external funding for capacity building and allocate approximately 10% of the Development Fund for this purpose.

Search for financial resources to support the mission in fragile Sectors

Many good things are happening in the Institute thanks to the collaboration of thousands of Lasallians and other non-profit agencies throughout the entire world. We need to spread more efficiently the good news of these initiatives and promote awareness of the situation of the poor in our educational works.

One example is that in recent years there has been a great effort among the fragile sectors in the Institute to attain economic self-sufficiency. This trend has been accompanied by a continuous growing of non-profit Lasallian organizations willing to help in this process.

This Secretariat pledges to continue supporting the Institute's efforts by pursuing the following objectives.

Objectives:

5. To support the fragile Districts/Sectors in their effort toward self-sufficiency.
6. To enhance funding support of the Institute's mission by coordinating the already existing non-profit initiatives and creating others where they are deemed needed.
7. To promote knowledge, awareness and visibility of the service to the poor of the Institute.

Sensitization to migratory movements

The 45th General Chapter was very attentive to the social emergencies of the migratory movements caused by war, poverty, persecution, lack of freedom, etc., and to the Church's and Institute's call to go beyond the borders to encounter the poor. In response to this concern, the Brother Superior General has appointed the Secretary Coordinator of the Secretary as the Coordinator of "Beyond the Borders" activities.³³ Accordingly, the Secretariat will assist in:

Objectives:

8. Discovering and promoting existing projects in the Institute.
9. Heightening our institutional consciousness and action in response to migrants' urgent needs.
10. Cooperating with Districts and other agencies actively engaged in this field.
11. Studying possible involvement in inter-congregational actions and projects.

³³ *Ibid.* Proposition 19.

D. Lasallian Research and Resources Service

This guide has been prepared and put in order only after a great number of conferences between the oldest Brothers of the Institute and those most capable of running a school well, and after several years of experience. Nothing has been added that has not been thoroughly deliberated and well tested, nothing of which the advantages and disadvantages have not been weighed and, as far as possible, of which the good or bad consequences have not been foreseen (The Conduct of the Christian Schools, Preface).

The experience of de La Salle and the first Brothers as they drew up *The Conduct of the Christian Schools*, through a long process of reflection and active participation, has become for us an icon that inspires the dynamics of research which we Brothers and Lasallians are called to live out, in a spirit of association, reflecting together on the mission of the Institute today.

The *Lasallian Research and Resources Service* works in the production of Lasallian thought, in dialogue with the living tradition of the Institute and the context of the 21st century. In order to do this, in addition to preserving and enriching the historical patrimony of the Center of the Institute, it fosters multi-discipline research which is directed to contribute responses to the challenges of the Lasallian educational mission.

Objectives:

1. To enrich the historical patrimony of the Center of the Institute by generating research processes that are supported by the use of primary sources that are accessible through communication technology.

2. To encourage research on the challenges of current education in the context of association for the Lasallian mission.
3. To continue the preservation and the enrichment of Lasallian historical patrimony located at the Center of the Institute: Archives, Library and Museum.
4. To promote the propagation of Lasallian thought by participating with those entities in charge of animating the educational mission and forming Brothers and Partners.
5. To continue to identify and to train researchers who collaborate not only in making things known but also in producing new Lasallian thought that is capable of becoming a prophetic voice in the world of education and pastoral ministry.
6. To journey towards a future form of an integrated system of Lasallian archives, libraries and museums that responds to the requirements of contemporary research.

E. Communications and Technology Service

As the Word came in mission, enfleshing himself in a humanity that he took on completely, we collaborate in the mission of Christ in the same way and we permit him to bring it to its complete fulfillment. Above all we welcome him, making ourselves the place of his presence and, therefore, the continuation of his life in history, to afford others the possibility of meeting him. (Congregation for Institutes of Consecrated Life and Societies of Apostolic Life. The service of authority and obedience, Third Part, n. 23)

The Communications and Technology Service responds to the needs of the Generalate and the Lasallian Family.

One must *do*, in other words, *carry out*, communication activities. But above all, it's about doing it based on a style of

being a communicator, of being in communion, of relating with people and with our world.

We wish to continue creating institutions of value and to make that value known. The world of relationships is in constant evolution and we need to be open in order to respond to the mission with creative fidelity. An action plan will help us to think and to act more conscientiously.

Lasallian educational institutions are networked so that they can provide quality and integral training to those children and young people who frequent the classrooms, thereby improving society through education. In that educational activity, the needy are the priority. Over the course of more than 300 years, the Institute has earned public recognition for providing quality education based on the particular way it is organized and its integral spirituality.

Our corporate image is built on this history, through its efforts and the way in which the institution is currently perceived. Our image transmits not only our history, but also a promise to continue being of value.

Technology is one of the tools that gives us a better knowledge of our environment, greater effectiveness and efficiency in carrying out our objectives, a greater communicative outreach and a less hierarchical organization.

Objectives:

1. To foster a communicative environment that *is a sign of communion* among all.
2. To integrate communication efforts within the *framework of the Lasallian mission plan*, not so much as a series of well executed actions, but rather as a dynamic axis that transverses all areas of the mission.

3. To protect, strengthen and promote the visibility of the *public Lasallian image*, both internally and externally.
4. *To create communications mechanisms* that serve to promote continual interaction among all those who make up the Lasallian Family.
5. To contribute to the definition of an *institutional or corporate culture*, both in internal and external relations.
6. To guarantee *technological coverage* within the Generalate.
7. To support the mission of the Institute in the establishment of channels for reflection on *mutual implications between technology, education and pastoral ministry*.

F. International Economic Council (IEC)

The mission requires continuity in the availability and development of resources both human and financial. Continuity is assured by: adequate and equitable access to formation and training; ongoing development; adequate income; and intervention by the Institute when necessary.

(Circular 469, §7.2).

The function of the International Economic Council is:

- to endorse the belief that how the Institute and its Districts manage financial resources is a reflection of our Lasallian values.
- to advise the Brother Superior General and his Council as well as the Brother Bursar General on issues related to a better use of our resources, always with the view of advancing our mission of the human and Christian education of young people, especially the poor.
- to help the Brother Superior General and his Council as well as the Brother Bursar General in implementing

the economic and financial decisions from the 45th General Chapter.

Objectives

1. To encourage and monitor accountability and transparency at all levels: District, Region, and Center.³⁴
2. To promote consistent financial policies that should be implemented across the Institute.³⁵
3. To foster the efforts towards self-sufficiency and economic sustainability of all Districts.³⁶
4. To promote the creation of stable patrimony funds at all levels: District, Region, and Center.³⁷
5. To advise the Brother Superior General and his Council of the most appropriate ways to finance Regional administrative structures.³⁸
6. To move towards a self-sustaining fund for formation.³⁹
7. To understand the difficult but fundamental financial questions that challenge the aging and fragile Districts and assist them to find creative initiatives to remain viable.⁴⁰

³⁴ *Ibid.* § 7.6.

³⁵ *Ibid.* § 7.1 - 7.6.

³⁶ *Ibid.* Propositions 45, 46, 47.

³⁷ *Ibid.* Proposition 43.

³⁸ *Ibid.* Proposition 39.

³⁹ *Ibid.* Proposition 33.

⁴⁰ *Ibid.* Proposition 48.

G. International Council of Young Lasallians

The Young Lasallian Movement aims at awakening awareness of the personal and collective vocational journey of adolescents and young adults involved in the Lasallian Educational Mission. This movement engages us on a personal, professional and spiritual level to go beyond our boundaries and to reach out so that we and those we accompany may have life, and have it to the fullest (John 10:10).

(ISYL 2014 Report, p. 5)

The functions of the International Council of Young Lasallians are:

- to serve the Institute and the Lasallian Family by advocating for, and mobilizing the potential and richness of adolescents and young adults in the Lasallian network;
- to serve as a resource for the Superior General and the General Council with regard to matters specifically related to Young Lasallians, and other pertinent areas, including assistance to further the international mission of Young Lasallians across the Lasallian Family;
- to support and inform the International Coordinator for Young Lasallians regarding events, programs, and initiatives for adolescents and young adults within all Regions;
- to undertake those projects and initiatives as requested by the Superior General, the General Council, the CIAMEL, and to propose its own.

Objectives:

Four areas of priority for the growth of the Young Lasallian Movement emerged from the Acts of the 45th General Chap-

ter, the reports of the 3rd International Symposium of Young Lasallians, the International Young Brothers Assembly, and the International Mission Assembly. These are:

1. **Culture of Vocations:** To promote and ensure quality and developmentally appropriate experiences of formation⁴¹ and ongoing accompaniment⁴² of Young Lasallians at all levels in the Institute.⁴³
2. **Service with the Poor:** To empower Young Lasallians at all levels to study and be responsive to the needs of other people, especially those living in poverty or other types of vulnerability.⁴⁴
3. **Communications and Networking:** To provide mechanisms and channels that will ensure that Young Lasallians within and across Regions are encouraged toward greater collaboration and resource sharing.⁴⁵
4. **Sustainable Organizational Growth:** To redefine relationships and strengthen linkages among the different Regional, District and local Young Lasallian movements toward fostering processes and strategies that ensure continuity and sustainability of the programs and efforts of Young Lasallians.⁴⁶

⁴¹ *Ibid.* § 5.7.3.

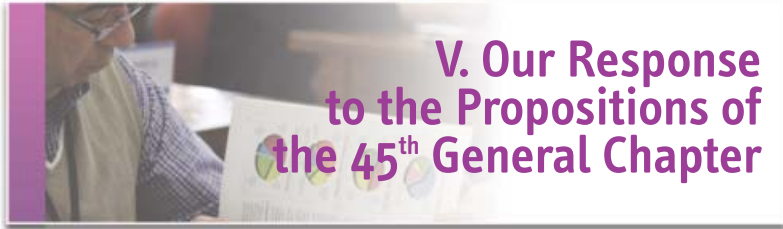
⁴² *Ibid.* Propositions 8, 30, 32.

⁴³ *Ibid.* Propositions 24, 25, 27.

⁴⁴ *Ibid.* Propositions 14, 19.

⁴⁵ *Ibid.* Propositions 6, 20.

⁴⁶ *Ibid.* Propositions 9, 10.



1. Life of the Brother for the 21st century

Overall goal as we journey towards 2021

Attentive to the new signs of the times we boldly accept the call of the Gospel to renew our lives. This call drives us to creatively make our educational commitment to the vulnerable and the poor a priority. Such renewal involves a dynamic process of conversion which is supported by discernment and dialogue. We need to give an accounting of our fraternity, accepting our journey based on salvation history. This dynamic should permeate our personal, community and District programs, even in aging Districts, with the help of adequate pastoral and administrative mentoring.

Strategies

1.1 To promote the spiritual renewal of the Brothers, supported by the living memory of the Institute in light of the Gospel.

Responsibility: Each Brother is responsible for the vitality of the Institute, including the Brother Visitor, the District Council and Brother Directors of communities; with support from the Regions, the Secretariat for Formation and the Service of Lasallian Research and Resources.

*Circular 469,
Propositions 2, 3, 4*

- 1.2 To promote new leadership among Brothers and Lasallians, capable of boldly and creatively discerning Institute responses in view of society and the Church of the 21st century.**

Circular 469,
§ 1.18

Responsibility: Brother Visitor, the District Council and the Council for the Lasallian Educational Mission; with support from CIAMEL and the Secretariat for Association and Mission.

- 1.3 To actively incorporate young Brothers in processes of Institute discernment and decision-making on all levels.**

Circular 469,
Proposition 52
and § 9.2

Responsibility: Brother Visitor, the District Council and the Council for the Lasallian Educational Mission; with support from the International Council of Young Lasallians.

- 1.4 To accompany Districts that are aging in their bold discernment concerning the leadership of their educational establishments and their commitment to the vocation of teachers and young Lasallians.**

Circular 469,
Propositions 2, 3,
48 and § 1,23

Responsibility: The Brother General Councilor for the Region and the Conference of Brother Visitors; with the support of the International Economic Council.

2. One Family, one Mission: Lasallians with passion for the educational service of the poor

Overall goal as we journey towards 2021

Open to the educational and pastoral challenges of the 21st century, we affirm our educational commitment as a sign of hope for the poor. Associated among ourselves and with those with whom we share the mission, we wish to respond creatively and boldly to the urgent needs of the vulnerable in society. In order to do this, we want to assure the vitality of

a transforming education that is able to break down borders and to launch new challenges. This commitment is strengthened with the presence of Lasallian institutions of higher education and their specific contribution in teaching, research and service to society.

We provide leadership in the Lasallian educational mission to further consolidate our teaching style: to proclaim the Word in the midst of educational reality. From a Lasallian synthesis of faith-culture, we wish to continue promoting the defense of the rights of children and young people. They are the reason for our specific contribution as a community of educators associated in a common mission, ministers of the Word, catechists by vocation.

Strategies

Lasallian teaching and association

2.1 To draw up a declaration of principles of Lasallian teaching for the 21st century that will strengthen the degree of belonging and the identity of communities of Lasallians engaged in the educational mission in service of the poor and to support decision making processes concerning the vitality and the future of Lasallian educational works. This strategy involves a formal assessment of the corporate commitment of Lasallians so that “the school runs well.”

AIMEL 2013;
Circular 469,
Propositions 5, 8,
12, 13, 17 and
§ 3.3, 3.6, 3.18,
3.19

Responsibility: The International Council of Lasallian Association and Mission (CIAMEL); with the support of Regional and District Councils on Mission, and the Lasallian Research and Resources Service.

Evangelization and Catechesis

2.2 To revitalize pastoral ministry programs in the overall Lasallian educational network through a process of assessment and the promotion of good practices, with the aim to develop a public statement on the contribution of Lasallians in catechetical activity and research.

Responsibility: The International Council of Lasallian Association and Mission (CIAMEL); with support from Regional and District Councils on Mission, and the Lasallian Research and Resources Service.

AIMEL 2013;
Circular 469,
Propositions 15,
16 and § 3.12,
3.16

The rights of children and young people

2.3 To offer new perspectives on the role of Lasallians as promoters and defenders of the rights of children and young people.

Responsibility: The International Council of Lasallian Association and Mission (CIAMEL); with support from Regional and District Councils on Mission, the Secretariat for Solidarity and Development, and the Lasallian Research and Resources Service.

Circular 469,
Proposition 14
and § 3.10, 3.11

Beyond the borders

2.4 To encourage new Educational experiences which, while challenging Brothers and Partners to engage in “Beyond the Border” commitments to urgent contemporary needs among the most vulnerable groups, offer to the members of the community a fraternal environment for vocation discernment.

Responsibility: Institute Coordinator of Beyond the Border Initiatives and Institute Coordinator of Vocation Ministry; with the collaboration of the Brother General Councilor for the Region, Regional Visitors Conference, Secretariat for Solidarity and Development and Secretariat for Formation.

Circular 469,
Propositions 19,
27 and § 3.26

2.5 To strengthen the Lasallian Youth and the Lasallian Volunteer Movement network providing supportive resources and communications.

Circular 469, Propositions 4, 6, 9, 10 and 20

Responsibility: Secretariat of Association and Mission; in cooperation with Secretariat for Solidarity and Development and the International Coordinator of Young Lasallians.

Lasallian Higher Education

2.6 To strengthen processes of research and the professional training of Brothers and Partners through a network of Lasallian Institutions of Higher Education for the purpose of collaborating in the educational development and the evangelization of emerging countries.

AIMEL 2013; *Circular* 469, Proposition 18 and § 3.21 – 3.25

Responsibility: The International Council of Lasallian Association and Mission (CIAMEL); with support from Regional and District Councils on Mission, the Secretariat for Solidarity and Development and the Lasallian Research and Resources Service.

Communication within the Lasallian network

2.7 To integrate network communication efforts, within the framework of the mission, for the purpose of insuring consistency and relevance of communication in the various Lasallian entities overall.

AIMEL 2013; *Circular* 469, Proposition 20 and § 3.28 – 3.30, 6.9

Responsibility: The Communications and Technology Service; with support from the Departments of Communication in Regions, Districts, Lasallian Schools and Universities.

3. Our Lasallian vocation: a sign of hope for the Church and the poor

Overall goal as we journey towards 2021

It is our wish that all Lasallians, based on their own specific vocation, feel invited to renew their lives and mission as a credible, evangelical response in the Church and in the world of the 21st century, especially towards the poor.

Therefore, we will promote the development of a culture of vocations and accompaniment, trusting that God continues to act in our world through human means.

Strategies

3.1 To coordinate regional networks of Brothers and Lasallians in charge of the pastoral ministry of vocations, with special emphasis given to the life of the Brother.

Responsibility: The Secretariat for Formation; with support from the General Councilor for the Region, the Conference of Brother Visitors, District Councils, the Regional Coordinator for the Pastoral Ministry of Vocations.

Circular 469, Propositions 21, 22, 26

3.2 To use the year 2019 as the Year of Lasallian Vocations in order to renew the vocational spirit, culture, expectations and structures on the Regional, District and community levels.

Responsibility: The coordinator of the pastoral ministry of vocations on the Institute level; with support from: those in charge of the Pastoral Ministry of Vocations in each District, the Secretariat for Formation, the Lasallian Research and Resources Service, and the Communications and Technology Service.

Circular 469, Propositions 22, 23, 25, 26

3.3 To generate structures for leadership and processes for the pastoral ministry of vocations in connection with youth pastoral ministry.

*Circular 469,
Proposition 24*

Responsibility: The coordinator of the pastoral ministry of vocations at the Institute level; with support from CIAMEL, the International Council of Young Lasallians, the Secretariat for Formation, and those in charge of the Pastoral Ministry of Vocations on the District level.

4. Formation and accompaniment to be disciples and apostles

Overall goal as we journey towards 2021

We wish to provide the means for ongoing and lifelong formation for all Lasallians as a means of responding to our common vocation as disciples and apostles. We give priority to Lasallian formation and teacher training, especially for Lasallians on the local level. We know that this will require us to foster a “culture of accompaniment,” particularly among administrators of institutions and communities and also it will require the promotion of the training of a new generation of Lasallian researchers.

Strategies

Formation for all Lasallians

4.1 To promote within Districts the strengthening and the creation of programs to train formation personnel and persons to accompany Brothers and Partners on the local level, in the Lasallian mission.

*Circular 469,
Propositions 28
and 30*

Responsibility: The Secretariat for Formation; with support from the Secretariat for Association and Mission, the Secretariat for Solidarity and Development; the of Communications and Lasallian Research and Resources Services, the person in charge of formation on the Regional level and the person in charge of formation on the District level.

4.2 To develop on the international level formation sessions for Lasallian researchers and to increase the network of Brothers and other committed Lasallians in this area.

AIMEL 2013

Responsibility: The Lasallian Research and Resources Service; with support from the Secretariat for Formation.

The specific formation of Brothers

4.3 To strengthen the responsibility on the part of Regions for preparing present and future formation personnel, Brothers and Partners, for the life of the Brother.

Circular 469,
Proposition 29

Responsibility: The Secretariat for Formation; with support from the Secretariat for Solidarity and Development, the Lasallian Research and Resources and Communications Services, the person in charge of formation on the Regional level.

4.4 To update the Guide for Formation for Brothers and to determine a program for its application and promulgation.

Circular 469,
Proposition 31

Responsibility: The Secretariat for Formation; with support from the Secretariat for Association and Mission, the Lasallian Research and Resources Service, and the person in charge of formation on the Regional level.

4.5 To give priority to the initial and ongoing formation of the Brothers as catechists.

Circular 469,
Proposition 16

Responsibility: The Secretariat for Formation; with support from the Secretariat for Association and Mission, the Lasallian Research and Resources Service, and the person in charge of formation on the Regional level.

5. Government in the service of vitality in the Institute

Overall goal as we journey towards 2021

We are moving towards a new model of government which, in a spirit of service, is intended to give a better response to current and future challenges.

In this new model flexibility and speed in decision-making will be key, as will the optimization of human and financial resources, and the synergy between the General Council, CIAMEL, and the Secretariats and Services of the Institute.

One of the pillars of this type of leadership is direct and regular communication, with key messages that will help to prioritize actions continuously.

Strategies

5.1 To create and make effective the leadership of the International Council for Association and the Lasallian Educational Mission (CIAMEL).

Responsibility: The General Councilor who is the coordinator of CIAMEL; with support from all Secretariats and Services.

AIMEL 2013;
Circular 469,
Propositions 11
and 12 and
§ 3.3, 3.4 deleted

5.2 To renew the structure and the functions of the Secretariats so that they meet the real needs of the Mission.

Responsibility: Brother Vicar General and the Secretary General; with support from the General Council and the CIAMEL coordinator.

Circular 469,
Propositions 35,
36, 37 and § 6.16

6. Stewardship of resources in the life of the mission and of the Brothers

Overall goal as we journey towards 2021

To achieve a high standard of good stewardship for current and future human and financial resources in order to fulfill 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 endeavors that move us “beyond the borders”.⁴⁷

Strategies

Human and Financial resources

6.1. Establish the International Board of Counselors (IBC) as an external development board to advise the International Economic Council in the management of the Stable Patrimony Fund of the Institute.

Responsibility: Brother Superior General and his Council.

Circular 469,
Proposition 44

6.2 Administer the available internal funds (Sharing Fund, Formation Fund, Development Fund), and continue seeking external financial resources to support the efforts of fragile Districts toward self-sufficiency and formation.

Responsibility: Development Management Team (International Economic Council); in coordination with the Secretariat for Solidarity and Development.

Circular 469,
Propositions 33,
45, 46, 47 and
§ 3.26

⁴⁷ cf. *Circular 469* § 7.2.

6.3 Facilitate the formation of District leadership, religious and lay, in the administration of financial resources.

Responsibility: Bursar General; in cooperation with Secretariat for Formation, Secretariat for Solidarity and Development.

Circular 469, Propositions 28, 46, 48 and § 5.7, 6.8

6.4 To diversify and optimize the human and financial resources that will assure the success of various formation programs for the Lasallian Mission.

Responsibility: The International Economic Council; with support from the Secretariat for Formation, the Secretariat for Solidarity and Development, the person in charge of formation in the Region, and the Brother Visitors.

AIMEL 2013; Circular 469, Propositions 7, 32, 33, 39, 43-48 and § 1.7, 3.4, 3.22, 5.18-5.22, 7.2

Accountability and Transparency

6.5 Promote professional financial standards and practices in all Districts and all ministries by introducing the external certification of the financial statements (audit) and providing annual audited report to the center of the Institute.

Responsibility: Bursar General; in cooperation with Brother Visitors and their District Finance Councils.

Circular 469, § 7.6



VI. Calendar

Liturgical Year: November 2014 – October 2015

- May 24–June 27, 2015: General Council Plenary Session
- September 1 – October 10, 2015: General Council Plenary Session
- September 14 – 23, 2015: New Visitors Meeting
- October 12 – November 6, 2015: SIEL session

Liturgical Year: November 2015 – October 2016

- Publication of Revised *Rule*
- Pastoral Visit PARC
- January 11 – May 15, 2016: CIL Program of Spiritual Renewal for Mid-Life Brothers
- January 24 – March 5, 2016: General Council Plenary Session
- May 22 – June 25, 2016: General Council Plenary Session
- August 14 – 18, 2016: Meeting of PARC Visitors with General Council
- September 1 – October 8, 2016: General Council Plenary Session
- October 17 – November 4, 2016: CIL Program for Formation teams for Lasallian Mission

Liturgical Year: November 2016 – October 2017

- Pastoral Visit RELAF
- January 16 – May 19, 2017: CIL Lasallian leadership Program
- January 29–March 11, 2017: General Council Plenary Session
- May 21 – June 24, 2017: General Council Plenary Session
- September 1 – October 14, 2017: General Council Plenary Session
- September 18 – October 13, 2017: SIEL session
- October 30 – November 25, 2017: CIL Program of Formation and Accompaniment for Brothers' life

Liturgical Year: November 2017 – October 2018

- Pastoral Visit RELEM
- November 6 – 8, 2017: Meeting of RELAF Visitors with General Council
- January 8 – February 23, 2018: CIL Program about Evangelization and catechesis
- February 4 – March 3, 2018: General Council Plenary Session
- **March 4 – 17, 2018: Intercapitular Meeting**
- May 27 – June 23, 2018: General Council Plenary Session
- July 2 – 4, 2018: Meeting of RELEM Visitors with General Council
- September 1 – October 13, 2018: General Council Plenary Session

Liturgical Year: November 2018 – October 2019

- Pastoral Visit RELAL
- October 29 – December 14, 2018: CIL Program about youth ministry and pastoral ministry of vocations
- January 14 – February 7; March 4 – 29; April 22 – May 17, 2019: CIL Programs on Spiritual renewal for senior Lasallians
- January 27–March 9, 2019: General Council Plenary Session
- May 6 – 9, 2019: Meeting of RELAL Visitors with General Council
- May 19 – June 22, 2019: General Council Plenary Session
- September 1 – October 12, 2019: General Council Plenary Session
- October 21 – December 6, 2019: CIL Program on Association for the Mission

Liturgical Year: November 2019 – October 2020

- **“Year of Lasallian Vocations”**
- Pastoral Visit RELAN
- January 26 – February 29, 2020: General Council Plenary Session
- **May 3 – 16, 2020: International Mission Assembly (AIMEL)**
- May 17 – June 13, 2020: General Council Plenary Session
- June 17 – 19, 2020: Meeting of RELAN Visitors with General Council
- July 13 – Aug 29, 2020: CIL Program on Lasallian leadership
- September 1 – October 10, 2020: General Council Plenary Session

Liturgical Year: November 2020 – October 2021

- November 2 – 6, 2020: 4th International Symposium of Young Lasallians
- November 2 – 14, 2020: Young Brothers Assembly
- January 11 – February 26, 2021: CIL Program on Evangelization and Catechesis
- January 24 – March 6, 2021: General Council Plenary Session
- **May 2 – 29, 2021: 46th General Chapter**
- November 1 – 26, 2021: CIL Program on Living our Vision, our Passion and our Future (implementing the 46th General Chapter)



By addressing vulnerabilities, all people may share in development progress, and human development will become increasingly equitable and sustainable.

—United Nations Development Program Administrator
Helen Clark

As an international community of Lasallians, we are faced with world challenges and mega-trends that are trans-border and trans-cultural in nature. Today, an increasing number of insecurities and vulnerabilities have made global and regional collective action a bit more challenging. We also acknowledge that reducing such insecurities and vulnerabilities to trans-border threats requires greater leadership and cooperation among our communities, Districts, Regions, the Generalate, and the whole Lasallian family network. It also requires a more coherent approach that sets priorities clearly—and a more-systematic engagement with civil society, government, and the private sector.

The need for the Lasallian Family to work together and by association is great. We know there will be difficulties and challenges ahead of us yet we are aware of God’s faithfulness and He does not abandon “his work” but that “it pleases him to make it bear fruit day to day” (RR,152). At the end of the day, each one of us Lasallians do hear the call to participate

in God's work, and we place ourselves at the service of the Lasallian mission which the Founder saw as the "work of God." This is what makes the work of God a joyful mission: a promise of vitality. Having said that, we pray to the most Holy Trinity and ask for the intercession of our Blessed Mother Mary and our Holy Founder, as we invoke this prayer together:

A Lasallian Prayer

In faith, Lord, we believe that:

Your work is our work and we are a vital part of it.

You have granted us the gift of spreading the Gospel to all but especially to the poor and the young.

A Gospel adventure uniquely experienced by each person.

A Gospel pilgrimage open and receptive to the different creeds and cultures of our world.

We want to be Lasallians without limits.

Difficulties and challenges confront us just as during our Founder's time.

Like the disciples on the road to Emmaus, we may be slow of heart to believe.

Yet, you Lord, still believe in us, question us, challenge us and send us, making our hearts burn within us.

We Lasallians, regardless of our age, are filled with hope and joy for the mission.

We rejoice as the mission expands

*through the ever-widening circle of Lasallians.
We celebrate new educational initiatives
and ministries reaching out to the poor.*

*Yes, Lord, we have been witnesses to your great love
since the time of our charismatic founding.
That event has convinced us that great things are still possible.
We thank you for having called and sent us again and again,
to return to Jerusalem, to live the promise of vitality,
to live our vision, our passion, and our future
for the mission you have entrusted to us. Amen.*