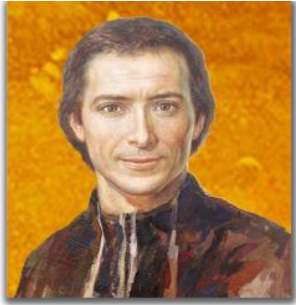


OFFICIAL DRAFT



Marist Institute

New Operating Models of Animation, Governance and Management

Operational Model for Marist Mission

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- **Overview and recap of the General Council approvals on New Models in 2016**
- Summary of the ongoing implementation process across Regions up to November 2016
- Organization of the General Center for Marist Mission (GCMM)

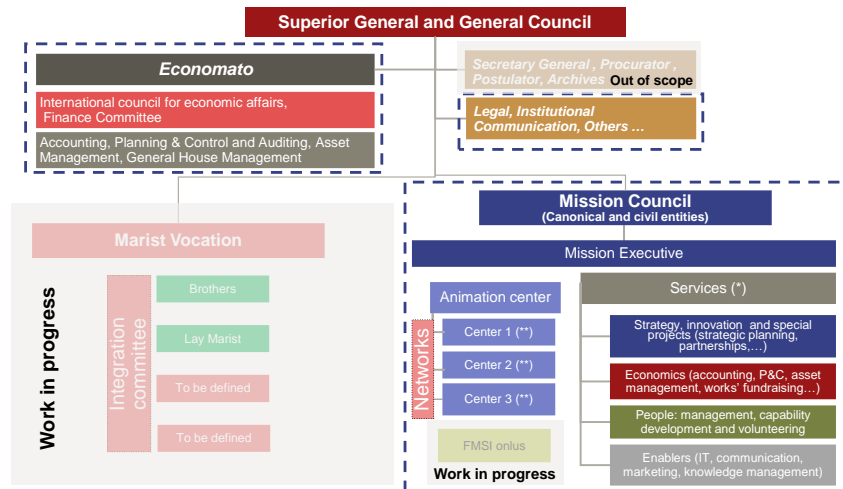
General Council approvals in the February 2016 Plenary Session

General direction concerning the implementation of a new Mission approach at all levels (New Models Project)

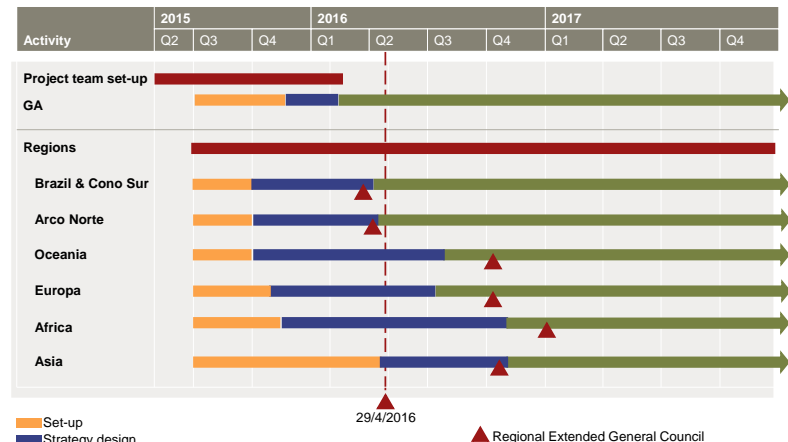
The General Council approves:

- The **direction of the mid and long term proposal** for the Global structure of the General Administration with focus on Mission
- The proposed **progressive process to implement** the proposed structure for Mission at General level
- The **direction and methodology** of implementation proposal at Regional and Administrative Units levels
- The elements of the Global Project that are not listed in this implementation phase (Brothers-Lay + Economato + General Secretariat) will be developed later (in June we will dedicate time to these)

Proposed new operating model for Mission from 22nd General Chapter and beyond



The flow of the implementation process has been designed according to the schedule of the Extended GC



General Council approvals in the February 2016 Plenary Session

Creation of the Mission Committee for 2017

*The General Council decides to create a **Mission Committee** for 2017.*

Responsibilities:

- 1. Guidance and organization of the Mission Executive body.*
- 2. Validation of the Annual Action Plan and Budget developed by the Mission Executive body and their submission to the General Council for approval.*
- 3. Promotion of innovation and creativity at all levels and areas of Mission with special attention to the Education, Evangelization and Social works ones.*
- 4. Identification of global policies needs and supervision of the policy making process performed by the Mission Executive body.*
- 5. Monitoring and supporting the implementation of the New Models Project at Regional and AUs levels.*
- 6. Ensuring the integration and collaboration among CMI, FMSI and Mission Secretariat.*
- 7. In collaboration with the General Economato, finding out ways for the sustainability of the Mission Executive body and its initiatives.*

Composition:

- 4 members of the GA appointed by the General Council,*
- 6 members from the Regional Mission Councils.*

General Council approvals in the February 2016 Plenary Session

Creation of two Working Groups

*The General Council decides to create two **Working Groups** operational from April 2016*

Legal and canonical structures

- Libardo Garzón – Coordinador
 - Josep M. Soteras
 - João Carlos do Prado
 - Patrizia Coppola
 - Avv. Salvatore Pasculli
- Indicate the internal team of experts
 - A legal international firm with expertise on international cash flow management, legal risks and segregation, brands, legal structures, labor law, education, asset protection, etc to be contracted

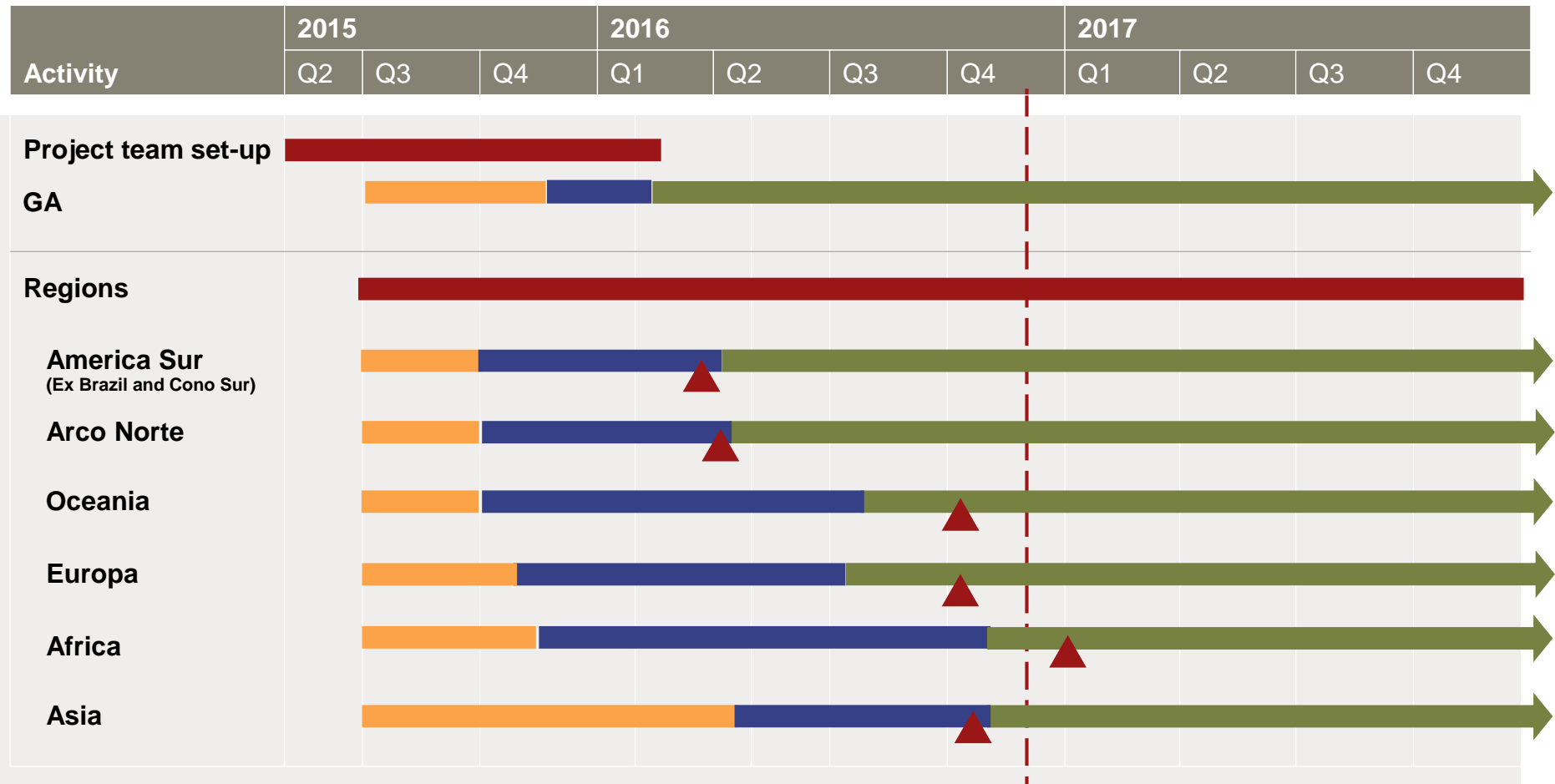
Economy and Financial Sustainability

- Economo General
 - CIAE
 - Advisor New Models (Luca)
 - Representatives from selected Provinces
- Indicate technical experts to be contracted / appointed for Asset Management and protection, budgeting, planning and control

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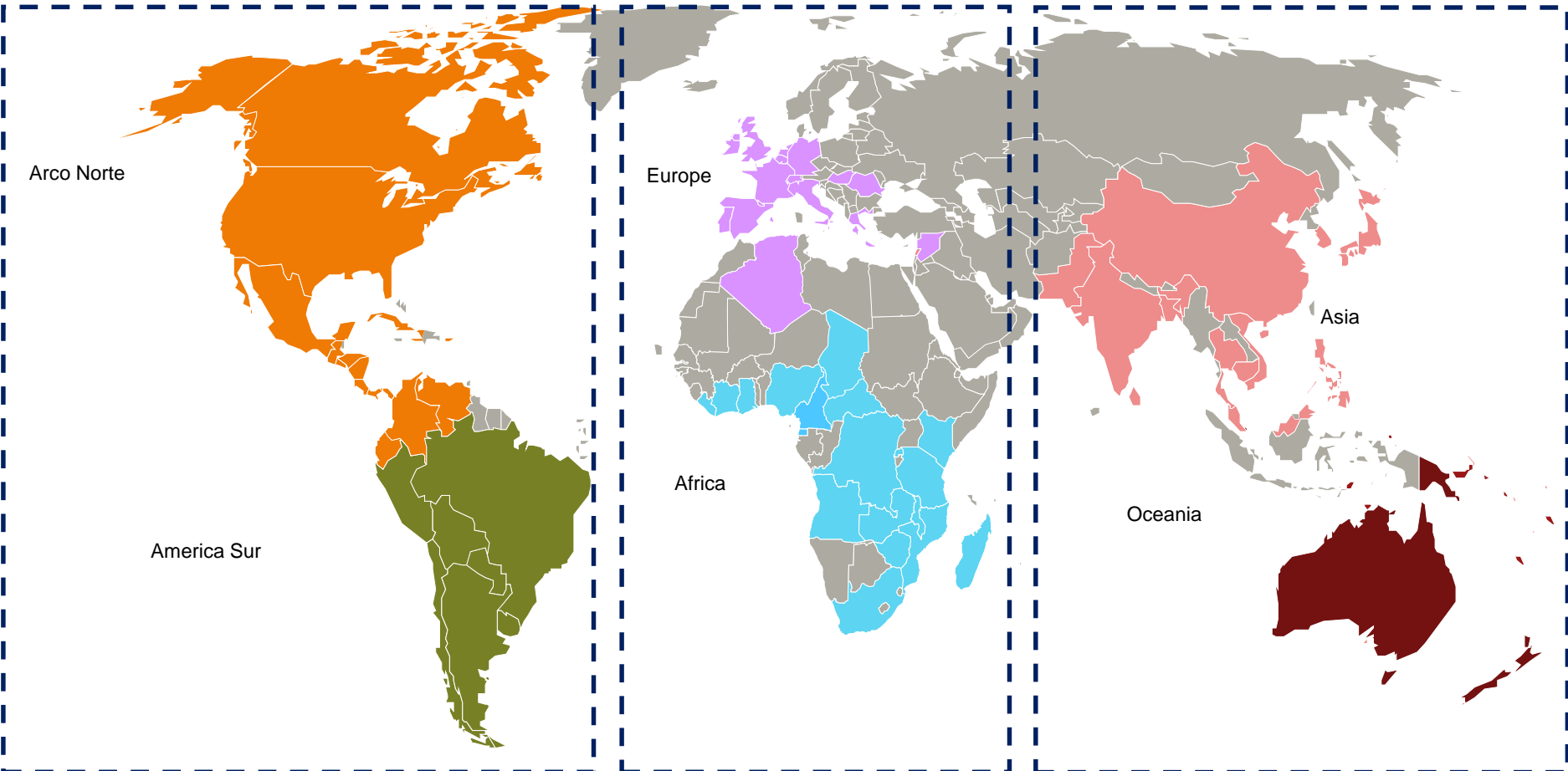
Regions progress in the implementation process according to the Extended GC schedule



■ Set-up
■ Strategy design
■ Implementation

▲ 24/11/2016
▲ Regional Extended General Council

Map of the Marist Regions in the world



America Sur

Initiatives on people in Mission

- Implementation of a **regional novitiate**. Project developed in 2016, start date for the Novitiate in 2017.
- Cooperation in **Vocational Animation** across the region. 2016 for the team to develop a concrete proposal in cooperation with Provincial Animation teams.
- **Mapping of regional experts in all areas**: creation of the solution in terms of content, processes and supporting tools. The solution will be offered as a Global one. To be completed within 2016.



Initiatives on Mission

- Development of a **Regional Vision, Principles and Priorities** within first semester 2016.
- Development of **operating model** for the region, including governance, structures, processes and financial sustainability within 2016.
- Development of a **regional school network**. Proposal. Initiative will start in 2017.
- Development of a **regional Economate network**. Initiative already started, first meeting in August 2016.

Arco Norte

Initiatives on people in Mission



- Implementation of a **regional communication strategy during 2016**, attentive to the differences in culture, in order to develop a regional process incorporating key leadership people on all levels of the provinces, followed by a **methodology to disseminate** and increase awareness within the Region.
- For 2017 priorities will be the creation of a single **Novitiate** for all Arco Norte and the development of a **program for vocational promotion** within the Region.



Initiatives on Mission

- Development of **Regional Strategic Plan** within 2016.
- Sharing at regional level of **best practices** across the following areas: Education, Management, Finance Management, Children's Rights and Solidarity.
- From 2017 further initiatives will cover: **International formation, Network of schools set-up, Language capability development.**

Europe

Initiatives on people in Mission

- **European formation** integrated for Brothers and Lay people.
- Vocational animation.
- Older Brothers care.
- Communication.
- Community network.
- Spirituality centers.



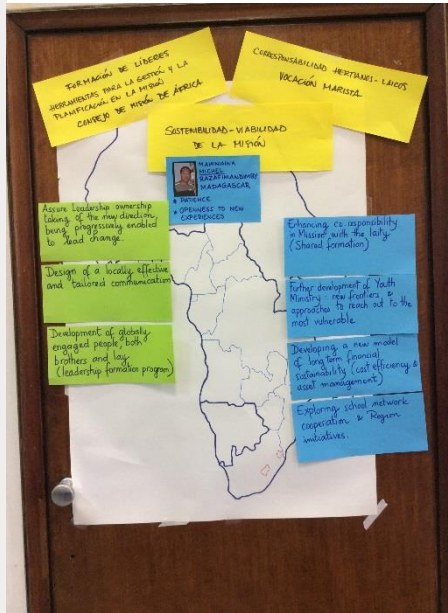
Initiatives on Mission

- **Vision and strategy.**
- **European work network.**
- **Children's rights.**
- Operational model.
- Marist Youth Ministry (MYM).
- Bursars network.
- Innovation in Education.
- Solidarity.
- Sharing good practices in human resources.

Africa

Initiatives on people in Mission

- Enhancement of the **co-responsibility** in Mission with **laity**, starting from a shared formation in the key moments of people development.
- Design of a locally effective and tailored **communication** methodology that allows to reach out, with the right depth and focus, each group of individuals currently engaged in the Mission, using different tools depending on the objective and on the target of the Communication.
- Follow-up on New Horizon Leadership formation program and exploration of other **leadership formation** areas.



Initiatives on Mission

- **Regional strategic planning.**
- **Operational model** set-up
- Further development of **Youth Ministry**, exploring new frontiers and approaches to reach out to the most vulnerable.
- Development of a new model of long term **financial sustainability**, through a better management of the currently available resources (cost efficiency and asset management), the investigation of new sources of income/funding and the development of local skills and managerial capabilities.
- Explore **School network** cooperation also considering other Region initiatives.
- Develop concrete proposals for Children's rights and protection in Africa.

Initiatives on people in Mission

- **Initial Regional Formation:** ensure that Marists across the Region have the appropriate knowledge and skills to support their engagement in Marist mission and life.
- **Brothers and Lay Marists - Partners in Mission - Learnings from Experience and planning of where we want this partnership to be in 10 year's time.**
- Develop an holistic Marist **communication.**
- **Redefine communication** between AUs Councils and Leaders.

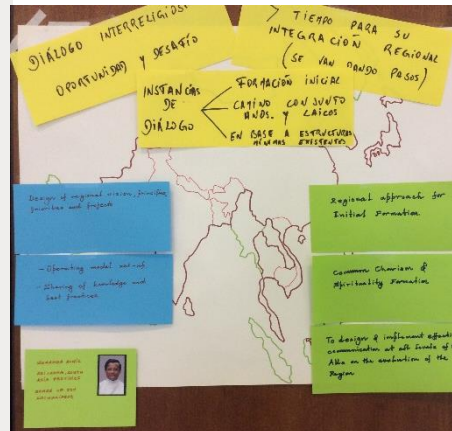


Initiatives on Mission

- Reaffirm the **vision** of Marist life and mission of Oceania.
- Develop a **Network of Financial Administrators.**
- Design a **network of Marist Schools Oceania.**
- **Brothers Today** Commission creation to define evolving mission of the Brothers (including care for older Brothers).
- **Young Brothers** – how to support moments of difficulties.
- **Children's rights** further development in coordination with FMSI.
- **Pastoral** development for young people.
- Maintain a **strategic dialogue with Asia.**

Initiatives on people in Mission

- Develop a regional approach for **Initial formation**.
- **Marist Spirituality** in Asia.
- Design and implement **effective communication** at all levels of the AUs on the evolution of the Region.
- Regional **volunteering**.
- **Leadership formation**.



Initiatives on Mission

- Design of regional **Vision, Principles, priorities and projects**.
- **Operational model** set-up.
- Sharing of knowledge and **best practices**.
- **Financial sustainability**.

Results of the meeting with the Regional coordinators: Points of agreement

Rationale Philosophy

- Willingness to search **synergies**.
- Desire to **work together**.
- Openness **to share resources**.
- **Positive attitude** of those involved so far in the New Models process.
- **Right balance** among the proposals of Marist Vocation and Mission areas in the Regions.

Process

- The **common methodology** is facilitating the process of implementation.
- **Involvement of Leaders**, teams and people with key functions, in most of the Regions.

Common themes

- **Criteria for structuring Mission in a similar way** so that the solutions are compatible for the Regions.
- Recognize the importance of **formation**.
- Maturity in the co-responsibility process of **Brothers and Lays**.
- To start from **what is already available and from the good practices** of each Region.

Results of the meeting with the Regional coordinators: Challenges

To be a Global body

- Build a **common vision** of the Mission in all its dimensions at Institute level.
- Ensure the **right balance** between Global and Local.
- Overcome cultural and linguistic **barriers**.
- Willingness **to share** people and resources.

People

- **Resistance to change**.
- **Leaders** development and involvement.
- **Co-responsibility** between Brothers and Lays.
- Ensure the **appropriate expertise** (internal and external) according to the different responsibilities and needs.

Complexity

- Achieve a more efficient process of **internal and external communication**.
- To set up a **more articulated organizational model**.
- Ensure the **right balance between** the Marist Vocation and Mission **areas**.
- Assure that the **most suitable Human Resources** are operational for the accompaniment and management of the Processes.
- **General Government** commitment to and exercise of a clear leadership.

Results of the meeting with the Regional coordinators: Opportunities

Vision, people, cultures & new mentality

- Use the process to build a **common vision** as Institute.
- Develop a **process and tools** for Strategic Planning and Evaluation at global level.
- **Development of Leaders** for a global Institute.

Operational solutions

- Development of **network of interconnected networks** at all levels and dimensions.
- Establish **common processes and tools** for the different areas of the Marist Mission.
- Identify and specify areas with potential **economy of scale** at global and regional levels (joint negotiations, etc.).

Part of a global world

- Develop **models of listening** of the society and the environment.
- Connection with other networks and organizations.
- Strengthening and search for **new alliances** (non limited to other congregations and similar entities).

Regions reactions to Baker & McKenzie's proposal

Proposal understanding

- **Strong need** to have a legal advice globally (“it is a must have”).
- **Fundamental** to consider **Risk management** in daily operations (image, transactions, etc.).
- Overtime changes and evolution of the Institute have not been properly backed-up by changes of legal structures.
- **Global umbrella, 6 regional umbrellas:** entities, statutes, etc. (as described into offer - phase 1 point 5).
- Ensure **consistency** across the Institute.
- Prevent and **protect from potential legal issues.**

Our suggestions

- Need to **increase** Team **competence** in **Canonical** Law (Universidad Gregoriana)
- Need to increase Corporate Experts: the current Team is too focused on Tax experts, while FMS is Tax exempt in most countries.

Internal considerations

- Create a **proper internal team**, including canonical experts, NM representative, etc.
- Allow implementation plan to **be differentiated by Region.**
- **International cash flow management** not included, only qualified during the project.
- How to **communicate** this **internally** to other Brothers / Lays, giving a concept communication summary in 2 lines (“*create a global legal framework to manage and administer regional legalities which involve cross-country arrangements*”). It should also specify what we are not trying to do (e.g. taking over local legal arrangements).

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Roles and responsibilities of **General Administration** concerning Mission

Vision	General Chapter	<ul style="list-style-type: none"> As from current Constitution, sets forth mid-long term Institute direction.
	Marist International Mission Assembly	<ul style="list-style-type: none"> Contributes to mid-long term strategic guidelines for Marist Mission with a detailed identification of objectives and expected preliminary timing. Is composed by both elected and appointed Brothers and Lay with presence of women, globally representative.
Governance	Superior General and General Council	<ul style="list-style-type: none"> Provide strategic direction for Marist Life and Mission, while delegate executive responsibility, limited to the Marist Mission, to the General Mission Council. Members are elected according to the rules stated in the Constitution and Statutes. Provide Governance, Accompaniment and Animation of the Regions and AUs.
	General Mission Council	<ul style="list-style-type: none"> Performs Governance for the Marist Mission and the General Center for Marist Mission, as delegated by the General Council. Members are appointed from both Regions and General Administration, both Brothers and Lays.
Management	General Center for Marist Mission	<ul style="list-style-type: none"> Is delegated to manage the day-to-day operations of the Marist Mission and the General Center for Marist Mission. In charge of strategic planning to be approved by the General Mission Council, and periodically updated. Composed of Brothers and Lays, men and women, according to their competences.
	Economato	<ul style="list-style-type: none"> Responsible for the allocation and protection of assets, leaving the General Center for Marist Mission responsible for daily management of the allocated assets. Performs audit of Mission structures for the correct and evangelical use of assets.

Each body has different roles and responsibilities in General Administration Vision, Governance and Management

Operating model at all levels of the Marist Mission

General Administration

- Definition of GA **new mission and identity**
- Development of a competence driven structure articulated into **two dimensions** under a shared governance:
 - **Marist Vocation General Centre and Economato**: (as from current Constitution) entirely managed by elected Brothers
 - **General Center for Marist Mission**: (works management, shared services, partnership, etc.) governed and managed by a competence based appointed team of Brothers and Lay people.
- Openness to a **multi-centric GA** based on competence availability within the Institute.
- Co-responsibility of **Lay people in governance and management** for enhancing Laypeople’s commitment and affirming the value of their skills / competences.

Regions

- Definition of each **Region’s mission and identity**
- Design of globally harmonized regional governance bodies, mechanisms and **organizational structures**.
- **Provinces delegation of authority** to Regions.
- Design of **interconnectivity processes among Regions** as a key prerequisite to avoid Institute federation fragmentation.

Coherent fine-tuning of Provinces and cross-regional cooperation

Administrative Units

- Definition of each **Province mission and identity**
- Rationalization of **organization structures** and functions across geographies to facilitate functional cooperation.
- **Elimination of duplication** where Regional shared service model has been applied. Coherent delegation of authority towards Regions
- Promotion of **genuine participation and co-responsibility of laity** in decision-making.

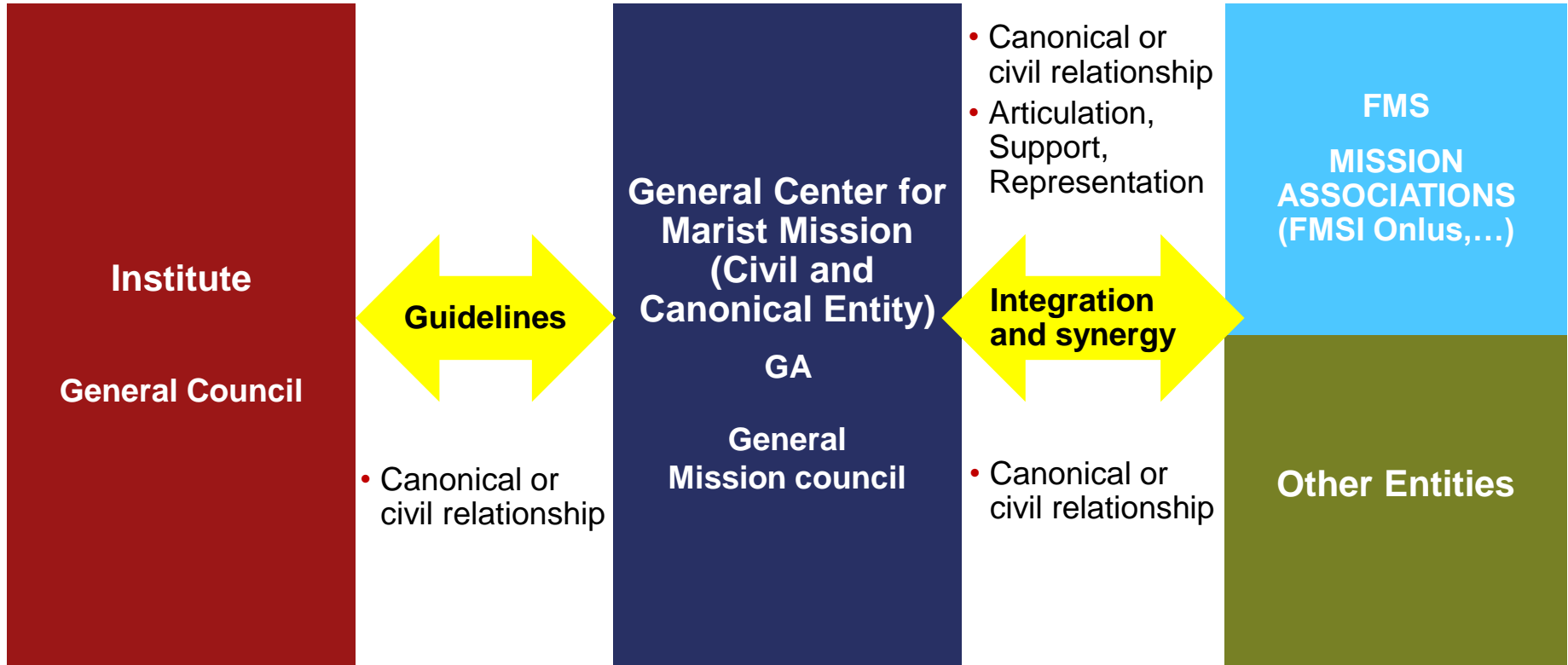
Cross-regions cooperation

- Explore **potential areas of cooperation between Regions** (e.g. Marist formation of Brothers and Lay people, Marist Youth Ministry, etc.)
- Define global / multi-regional **shared service / center of competences** in order to leverage economy of scale (asset management, procurement, IT, etc.)
- Promote **global networks** (e.g. schools, universities, social centers, children's right, ex-alumni, lay Marist, Marist Youth Ministry, etc.)
- Promote **solidarity** approaches / solutions to cover local / regional **competency gaps**

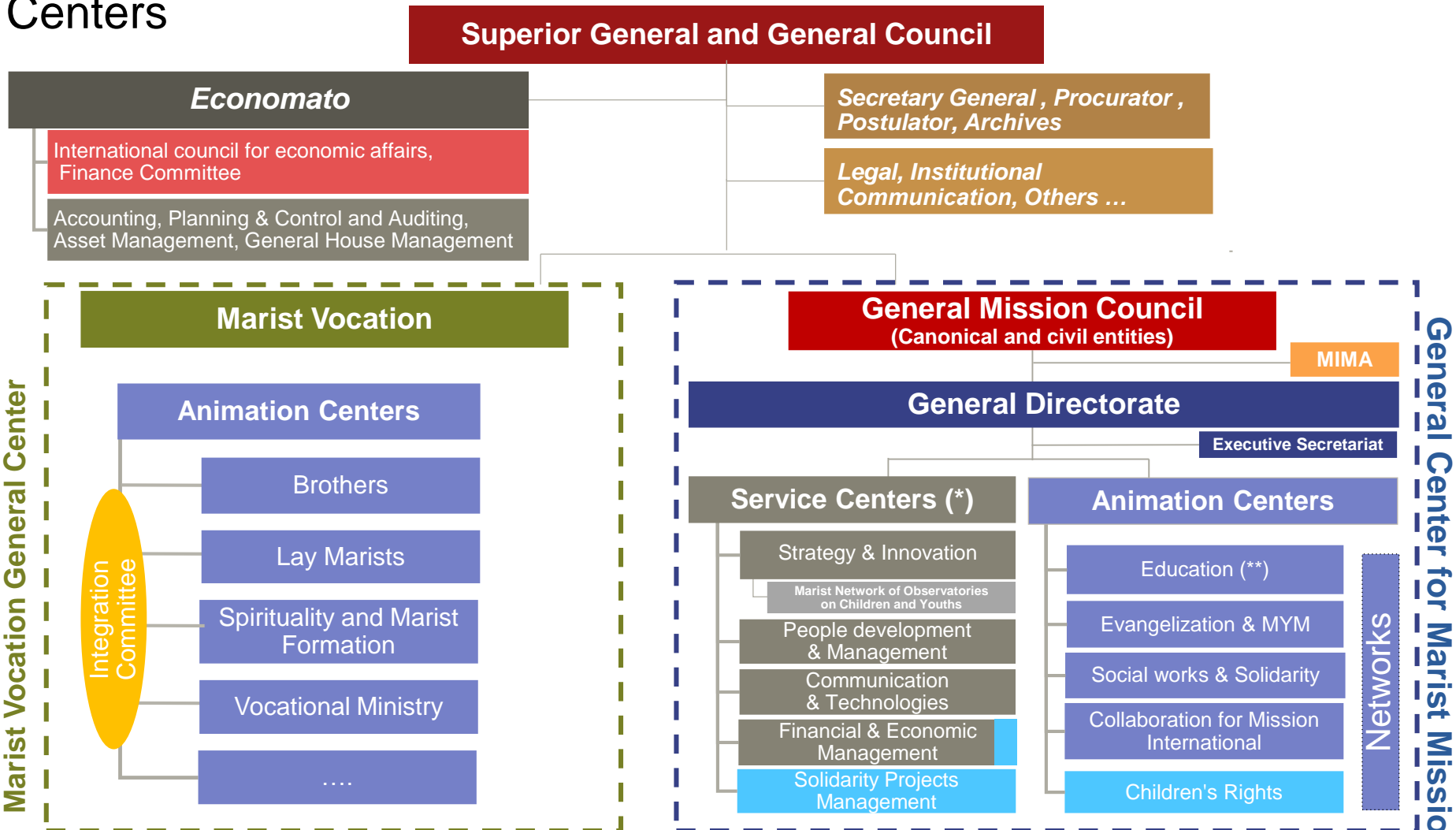


The General Center for Marist Mission is a body that congregates the Marist Brothers Institute and other internal and external organizations.

The General Council provides guidelines to the General Mission Council delegating to it the governance of the Marist Mission



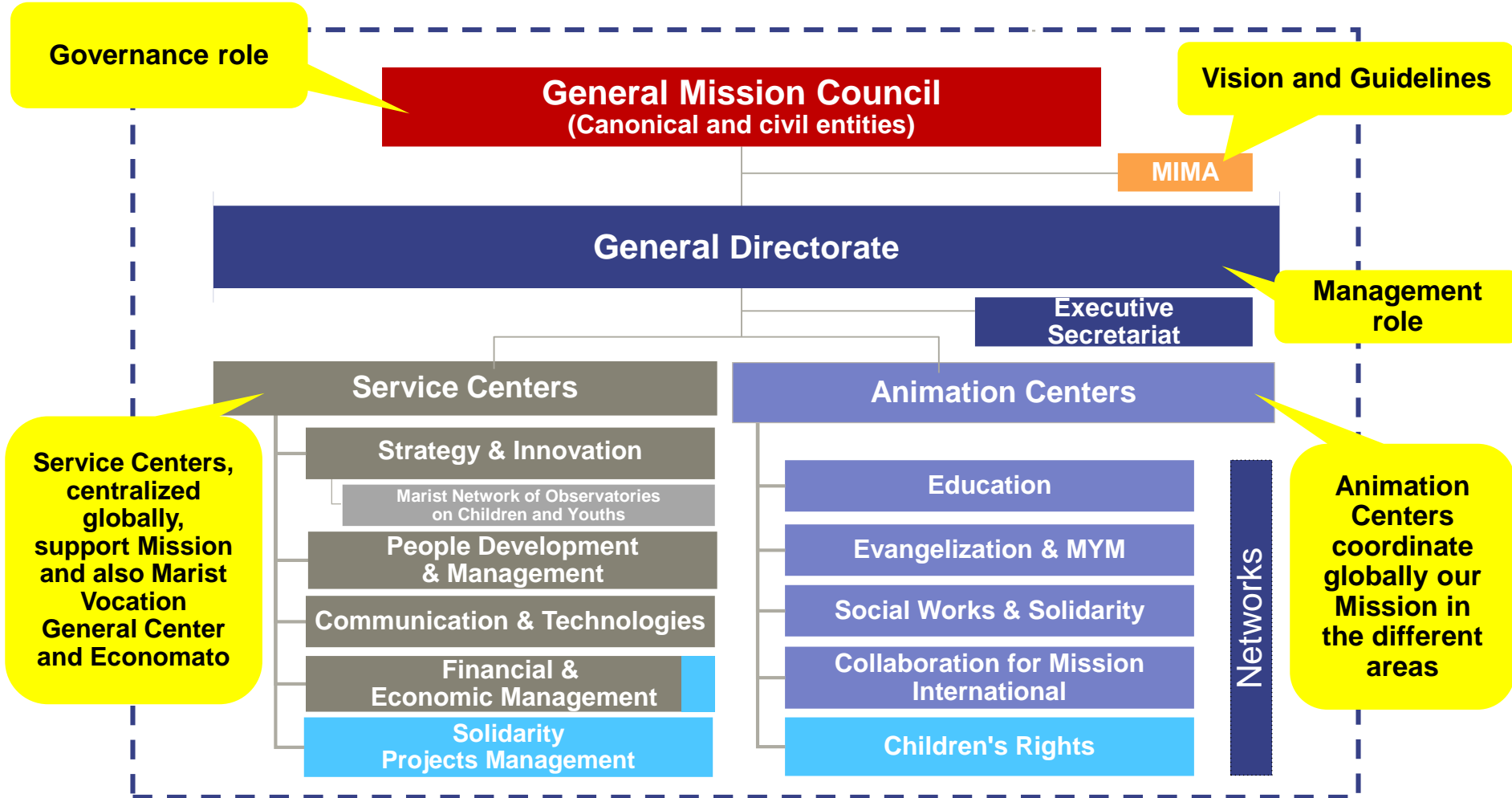
The General Center for Marist Mission is articulated into Service Centers, acting as a shared service for all Functions, and Animation Centers



(*) Services will be supporting Economato, Marist Vocation and Mission
 (**) Education from primary to tertiary, Publishing Houses in networks

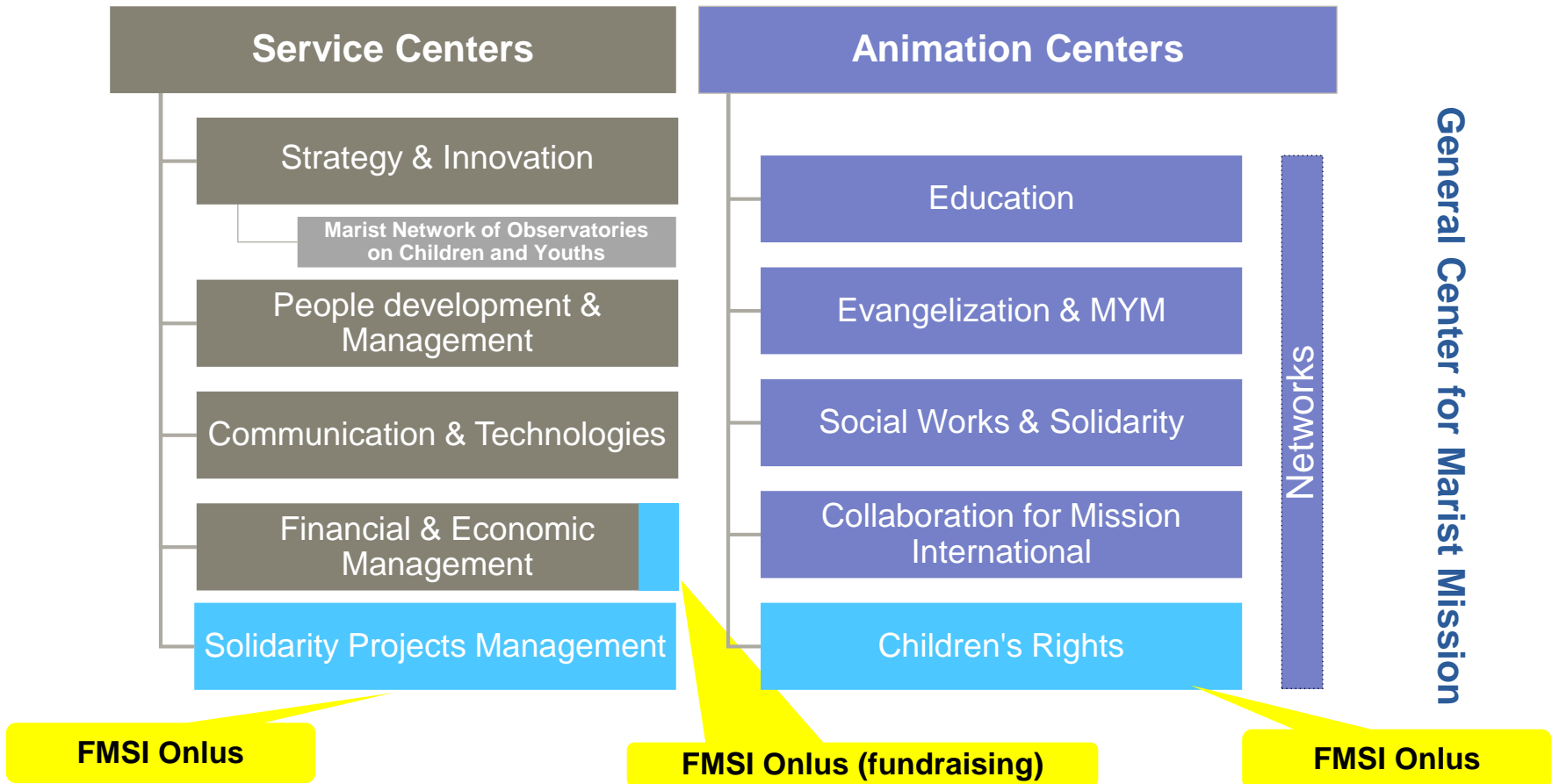
The **General Center for Marist Mission** is composed by governing and managing Functions, organized in a matrix structure

General Center for Marist Mission



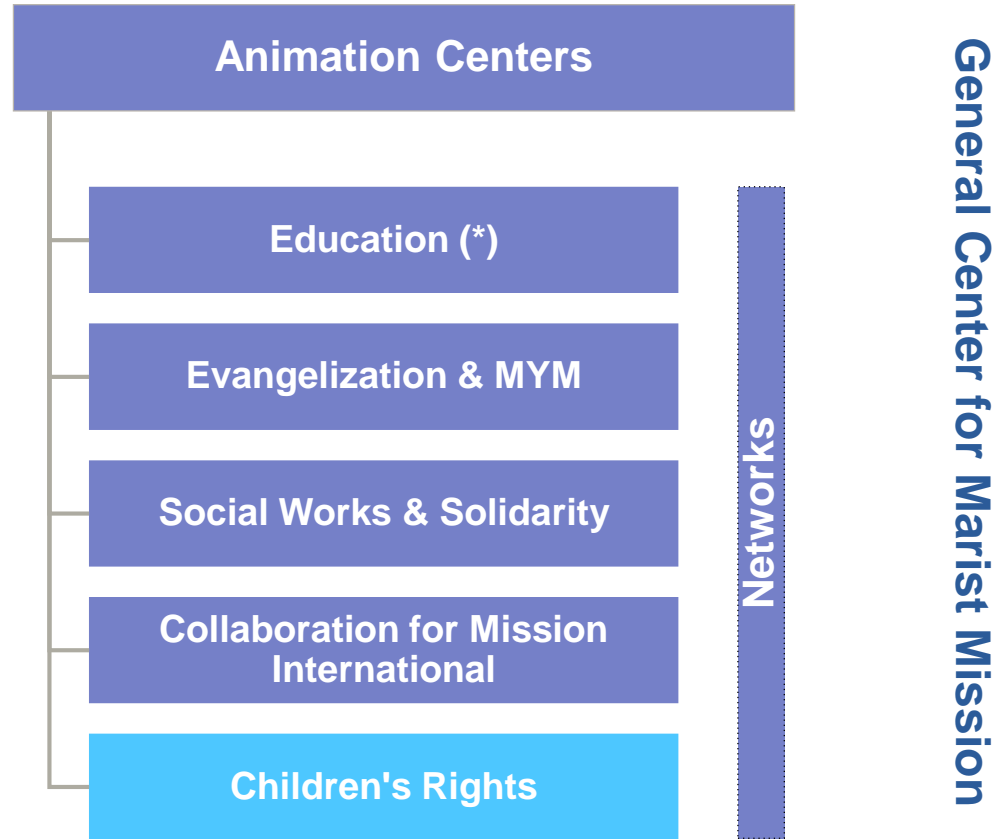
General Center for Marist Mission

Ensures that the Institute's Mission operations are efficient through centralized and decentralized **Service Centers** and **Animation Centers**



General Center for Marist Mission

The **Animation Centers** coordinate the different areas of the Marist mission at Institute level



(*) The **Education** Center includes all levels of the formal education.

General Center for Marist Mission

The **Service Centers** coordinate and offer specific administrative support for the Mission and other bodies of the General Administration



(**) **Service Centers** act as a **shared service for all Functions at Institute level, including** Marist Vocation General Center and General Economato

Criteria considered for the centralization and decentralization of the Animation and Service Centers making part of the General Center for Marist Mission

Centralized (based at the General House)

- The General Directorate of GCMM located nearby the Global Governance.
- Direct cooperation with existing structures (FMSI Onlus and General Economato).
- Global strategic process.

Decentralized (based in the Regions or other places)

- Proximity to the field or local reality of the Mission.
- Sustainability and cost efficiency.
- Global co-responsibility and solidarity.
- Best leverage of existing competences and structures.

Criteria considered for the geographical localization of the Animation and Service Centers in specific Regions and Administrative Units

Operational criteria

- **Profiting from existing** Institute's Structures at regional or AU level, incorporating a "global perspective".
- Counting with **highly skilled local staff** to provide support to the Centers.
- Located where communication, structure and logistic conditions favor **mobility** and global support.
- Ensure that the composition of the expert's teams for each Competence Center is international, and with a global and multicultural vision and mindset.

Economical and strategic criteria

- Economic and **financial sustainability**.
- **Balanced distribution** at global level avoiding the excess of concentration in any geographic area of the Institute.
- Prioritize geographic areas where specific mission dimensions are more consolidated and have a strong local impact.