



Institute of the Marist Brothers
General Administration

Animation and Government Plan

2009 - 2017

OBJECTIVES GENERAL COUNCIL

2009-2017

1. From the living experience of a deep spirituality, to **encourage** the development of the **Marian face of the Church**, so that it becomes closer to young people and to the needs of today's world.
2. **Promote** in the Institute a **participative style of leadership** in such a way that each member is able to exercise the authority that derives from his role in the service of the Institute's mission.
3. **Accompany discernment in the administrative units and in the regions** with a view to discovering what it means "to go in haste to a new land" in their own context.
4. To foster in the Brothers a **rediscovery of the enthusiasm and joy they experienced in their vocation as Brothers**, to live and witness it in a radical, open and life giving way in the Church and in the world of today.
5. **Come up with** and/or accompany **new forms of living the Marist charism** among the brothers as well as the laity, and promote the **development of the lay Marist vocation**, building a **new relationship** which is mutually enriching and recognizes the continuing fruitfulness of Champagnat's heritage.
6. **Continue** developing the Marist mission, as part of our identity and fuel for our spirituality, especially in the three aspects emphasized by the General Chapter: a more visible presence among **poor children and young people, evangelization**, and the **defense of the rights of children and young people**.
7. **Promote** a better understanding and appreciation of **intercultural living and internationalism**, living globalisation in an alternative way, and encouraging a greater missionary availability to respond to new needs.
8. And, finally, **provide continuity** for promoting and applying the "**Evangelical use of goods**" and the exercise of solidarity at all levels of the Institute.

OBJECTIVE 1

From the living experience of a deep spirituality, to encourage the development of the “**Marian face**” of the Church, so that it becomes closer to young people and to the needs of today’s world.

<i>Course of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
1.1 Research the meaning of the expression “Marian face of the Church”.	1. Promote an ecclesiology of Marian inspiration.	General Council	2011 – 2017
	2. Introduce this study topic into programs of formation.	Bureaus	2011 – 2017
	3. Develop reflection on this topic with congregations of the Marist family and with other Institutes with a Marian spirituality.	General Council	2011 – 2017
1.2 Delve into what it means to be a family which bears the name of Mary and which takes her as model and companion on the journey.	1. Promote the study of the Marian theme starting from our Marist tradition and in the light of the XXI General Chapter.	Bureau of Brothers Today International Patrimony Commission	2011 – 2017
	2. Identify the Marian roots of our style of life so as to foster new forms of presence among children and youth.	Bureau of Mission	2011 – 2017
	3. Incorporate this theme in formation, retreats, seminars, etc.	General Council. Bureaus	2011 – 2017
	4. Accompany the various local initiatives and share the materials produced.	Bureau of Brothers Today	2011 – 2017
1.3 Grow deeper in Marist spirituality	1. Delve into the spirit of the documents of the Institute (Constitutions, Water from the Rock, Around the same table, Circulars, etc.).	Bureaus	2011 – 2017
	2. International meeting on Marist spirituality: Marian face.	Bureau of Brothers Today.	2014
	3. Design programmes of growth in Marist spirituality.	Bureaus.	2011 – 2013

OBJECTIVE 2

Promote in the Institute a **participative style of leadership** in such a way that each member is able to exercise the authority that derives from his role in the service of the Institute's mission

<i>Courses of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
2.1 – Promote in the Institute “fraternal dialogue” as the way of animation and government.	1. The General Council and the Bureaus use this style as a matter of course, among themselves and with others.	General Council Bureaus	Permanent
	2. Increase communication and linkage between the various organizations and persons forming part of the general administration	General Council General Administration	Permanent
	3. Foster the participation of brothers and laity in the animation of the general administration through international teams.	General Council Bureaus	Permanent
	4. Propose this style to the administrative units and the regional organizations.	General Council	2011 - 2017
	5. Suggest its incorporation as a methodology in the places of initial and ongoing formation.	Bureaus	2011 – 2017
2.2 – Accompany and offer times for formation in this area to provincials and district superiors, and to their Councils.	1. Formation meetings for provincials and district superiors.	General Council	2010 2011
	2. Extended General Councils.	General Council	Europe: 2011 Asia: 2011 Africa: 2011 Americas: 2012 Oceania: 2012
	3. Holding of the General Conference.	General Council	2013
	4. Frequent contacts with the provincials and district superiors.	Each Link Councillor Emili & Joe	Permanent

2.3- Promote the sense of co-responsibility that each person should exercise as a participant in Marist life and mission.	1. Initial and ongoing formation of brothers and laity which promotes participative leadership and personal empowerment.	Bureaus	Permanent
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OBJECTIVE 3

Accompany **discernment in the AUs and the regions** with a view to discovering what it means “to go in haste to a new land” in their own context.

<i>Courses of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
3.1 – Propose to all the AUs to make use of the holding of their Chapters, Assemblies, etc. to visualize and project their future.	1. Visits to the Administrative Units.	General Council	Permanent
	2. Extended General Councils	General Council	Permanent
3.2 Promote at the various levels of the Institute reflection and discernment on our works in the light of the 21st General Chapter, attentive to the needs of the contemporary world.	1. Accompany teams from the regions and the administrative units in their discernment about the transformation of our works.	Bureau of Mission	2011 – 2016
	2. Revise the Document on the Marist Educational Mission by means of a participative and collaborative process.	Bureau of Mission	2013 to 2015
	3. Develop criteria and rules for the evaluation of the evangelical fruitfulness of the Marist works, with the help of the Marist centres of research and evaluation.	Bureau of Mission	2014 to 2016
	4. Give impetus to knowing and studying the realities, cultures and voices of children and young people as well as the Marist educative-evangelizing methodologies in response to these situations.	Bureau of Mission	2012 – 2016

OBJECTIVE 4

Foster in the Brothers a **rediscovery of the enthusiasm and joy they experienced in their vocation as Brothers**, to live and witness it in a radical, open and life-giving way in the Church and world of today.

<i>Courses of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
4.1 – Create and consolidate the Bureau of Brothers Today and connect with similar structures in the Provinces and Regions	1. Organize the Bureau in its internal structure and draft its work plan.	Bureau of Brothers Today	2011
	2. Familiarity with the provincial or regional structures of animation of the religious and spiritual life of the brothers.	Bureau of Brothers Today and General Council on visits.	2011-2016
	3. Set up an International Team with geographic representation of the Institute and of the various thematics which facilitate liaison with the regions.	General Council.	2012-2015
	4. Promote study of and reflection on the themes proper to the bureau: Marian face of the Church, new consecrated life, vocations ministry, formation, spirituality.	Bureau of Brothers Today and International Team.	2011-2016
	5. Relationship and possible common projects with other congregations (inter-congregational meeting on the vocation of the religious brother-2012).	Bureau of Brothers Today	2011-2016
4.2 – Become familiar with and animate already existing structures of animation and formation at provincial, regional and congregational levels.	1. Network of those responsible/revision of plans: vocations ministry, initial and ongoing formation, spirituality, patrimony.	Bureau of Brothers Today	2011-2016
	2. Regional meetings: initial formation and vocations, community animation, spirituality.	Bureau of Brothers Today	2011-2016
	3. Contact with provincial or interprovincial experiences: initial or ongoing formation, vocations ministry, spirituality, patrimony.	Bureau of Brothers Today	2011-2012
	4. Accompaniment of teams of ongoing formation: Manziana, el Escorial.	Bureau of Brothers Today	2011-2016
	5. Strengthen preparation programmes for perpetual profession at provincial and regional levels.	Bureau of Brothers Today – Those responsible in the provinces and regions.	2012 – 2016

	6. Accompaniment of International Commission of Spiritual Patrimony: plans, integration, new team.	Bureau of Brothers Today International Patrimony Commission	2011-2016
4.3 – Generate new processes a/o structures at all levels which guarantee formation experiences and itineraries, inspire personal and institutional conversion and develop an active spirituality.	1. Reference document on Marist Vocations Ministry. Drawing up and regional meetings for making known.	Bureaus.	2012-2013 2014-2015
	2. Launch a reflection process on the Identity of the Brother today (re-awake enthusiasm), which could be integrated into the International Assembly on Marist life and mission.	Bureau of Brothers Today	2012-2014
	3. Courses for community animators: Manziñana, El Escorial and regional courses.	Bureau of Brothers Today	First semester 2012 and according to regions
	4. Course(s) of Formation for future Formators: one in English and one in Spanish, simultaneously and with the final stage in common at the Hermitage.	Bureau of Brothers Today	August – December 2013
	5. An international colloquium on initial formation which includes a process of evaluation of courses and programmes of formation.	Bureau of Brothers Today	First semester 2013
	6. Analyze and present proposals on the international patrimony commission: team of researchers, colloquia and course for new researchers.	Bureau for Brothers Today	2011
4.4 – Carry out a process of revision of the Constitutions and Statutes with full participation of the brothers, as a way of giving new vitality to our vocation.	1. Promote the acceptance of the new edition, as well as its use and study in the various formation processes and programmes.	Bureau of Brothers Today, General Council and provincials.	2011 – 2014
	3. International Commission for carrying out this revision, with full participation of the brothers. (Cfr. Chap. Decision 1.2 p. 46).	General Council, International Commission and Bureaus.	2013-2015

OBJECTIVE 5

Come up with a/o accompany new **forms of living the Marist charism** among the brothers as well as the laity, and promote the development of the lay Marist vocation, building a new relationship which is mutually enriching and recognizes the continuing fruitfulness of Champagnat's heritage.

<i>Courses of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
5.1 – Develop the Enlarged Bureau of Laity with the appointment of two lay co-directors.	1. Animate and promote structures of animation at provincial and regional levels, to encourage the involvement of lay Marists.	Bureau of Laity	2011-2013
5.2 – Draw up a guide for joint formation, adapted to cultural and regional differences.	1. Draw up a joint formation guide with the help of brothers and laity who have had this experience.	Bureau of Laity Bureau of Brothers Today	2011 – 2013
	2. Draw up proposals for this dimension of communion between brothers and laity to be introduced into the initial and ongoing formation of the brothers.	Bureau of Laity Bureau of Brothers Today	2011 – 2013
	3. Promote and organize processes of joint formation.	Bureau of Laity Bureau of Brothers Today	2011 – 2013
	4. Draw up a lexicon or vocabulary which is helpful in language and content, especially for laity.	Bureaus	2011-2013
5.3 – Identify the regions of the Institute where there is little development of the lay Marist vocation and give priority to accompaniment in these regions.	1. The Enlarged Bureau or the regional teams of laity offer processes of formation especially in regions where there is not much development.	Bureau of Laity	2011-2013
5.4 – Study of formulas and possibility of giving a basis to new forms of the charism among brothers as well as laity.	1. Organize regional formation meetings of leaders in lay animation in the AUs, in this new relationship between brothers and laity.	Bureau of Laity	2011
	2. International meeting for the understanding and development of the lay Marist vocation.	Bureau of Laity	2012.
	3. Form a committee for the study of forms of commitment and belonging.	Bureau of Laity	2011 – 2013

	4. Give publicity and support to community experiences which are being lived and are signs of this new epoque for the charism.	Bureau of Laity	2011 – 2013
	5. In continental meetings draw up a process for updating the life project of the CMMF.	Bureau of Laity	2012
	6. Identify, give publicity and support to the various lay groups in the Institute.	Bureau of Laity	2011 – 2013
	7. Initiate reflection on the financial implications of co-responsibility of brothers/laity.	Econome General Bureau of Laity	2011 – 2013

OBJECTIVE 6

Continue developing the Marist mission, as part of our identity and fuel for our spirituality, especially in the three aspects emphasized by the General Chapter: a more visible presence among **poor children and young people; evangelization** and the **defense of the rights of children and young people**

<i>Courses of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
6.1.- Create and consolidate the Bureau of Mission with the aim of supporting the mission processes and projects at the levels of Administrative Unit, Region and world.	1. Propose a structure and an organizational model for developing links and communication between the Bureau of Mission and the regional and AU levels.	Bureau of Mission	2011 – 2012
	2. Create an International Commission to support reflection, planning, execution, and evaluation of the Marist mission.	Bureau of Mission	2011
	3. Support the mission teams of the AUs and the regions in the planning, execution and evaluation of the mission and promote the creation of such teams where they do not exist.	Bureau of Mission	2011 to 2015
	4. Seek to establish association, interaction and dialogue with ecclesial, inter-congregational government and civil society organizations on matters of Marist interest relating to the mission.	Bureau of Mission	Annual
6.2- Foster in our institutions a greater development of the work of evangelization and the Marist Youth Ministry.	1. Promote the strengthening or creation of structures for the development and co-ordination of evangelization and the Marist Youth Ministry in the Aus and Regions.	Bureau of Mission	2011 – 2013
	2. Define institutional guide lines for the evangelization of the children and youth in the Marist works and in other fields of the apostolate.	Bureau of Mission	2012 and 2014
	3. Promote the study and putting into practice of the document “Marist Youth Ministry – Evangelizers among youth” in the AUs with the support of an International Team.	Bureau of Mission	2011 to 2013

	4. Give priority to International Marist Youth Meetings, coinciding with world youth days, as opportunities for the formation, mobilization and forging international ties of Marist youth.	Bureau of Mission	2011, 2013, 2015 and 2017
	5. Promote greater integration of the Marist Youth Ministry and the Marist Vocations Ministry.	Bureaus of Mission, Brothers Today and Laity	2011 to 2014
	6. Propose programmes of specialisation in the evangelization of children and youth for brothers and lay Marists, at the regional level, in collaboration with the International Network of Higher Education.	Bureau of Mission	2012 to 2016
6.3- Encourage brothers and lay persons to be present and work with children and young people in situations of risk.	1. Develop strategies and methodologies to help the Administrative Units in discerning the options of presence and work with poor children and young people and in mission initiatives on new frontiers.	Bureaus	Annual
	2. Stimulate the Marist works to ensure in their programmes the development of the culture of solidarity and of defense of the rights of children and youth in situations of risk.	Bureau of Mission FMSI	Annual
	3. Initiate concrete activities that help persons to adopt an active attitude in changes which affect the system, in what concerns children, especially the most neglected.	FMSI	Permanent
6.4 - Organize the II International Marist Mission Assembly (IMMA) in continuity with the Spirit of the I Assembly and of the XXI General Chapter.	1. Set up an International Commission to prepare for the holding of the IMMA in 2014	Bureaus	2011
6.5 - Reinforce FMSI as an organization of the Institute for the defense of the rights of children before international organizations and for the development of awareness of this within the Institute.	1. Promote and publicise the identity of FMSI throughout the Institute	General Council – President of FMSI	2010
	2. Strengthen the Geneva office in favor of children’s rights.	General Council – President of FMSI	2011
	3. Promote a regional structure of NGOs of Marist inspiration, in connection with each administrative unit.	General Council - FMSI	2011-2013
	4. – Continue cultivating good relations with FI, ERI, BICE and other NGOs or similar foundations.	FMSI	Permanent

6.6 – Promote the education, defense and animation of the rights of children in the Institute.	1. Foster in each region, the creation of groups formed in the system of CRC and UN, and see to it that groups and administrative units are committed to the process of the Universal Periodic Revision (UPR).	FMSI	2011 ...
	2. Produce materials and resources that help us “See the world through the eyes of a poor child”.	FMSI	Permanent
	3. Foster academic studies in the field of the Rights of the Child.	FMSI	Permanent
	4. Prepare and implement an institutional policy for the protection of children and young people.	General Council	
6.7 - Continue promoting reflection and sharing about new models of joint animation, management and government of the educational works of the AUs, and in this context to think again about the presence and role of the brothers.	1. Help the Administrative Units to evaluate and discern their models and structures of management at the service of the Mission.	Bureau of Mission	Annual
	2. Foster a network of animation and accompaniment of laity and brothers who are in positions of leadership in the provincial management of the mission.	Bureau of Mission	2014 – 2016
	3. Promote programmes of formation for administrators and leaders of the Marist mission in view of the mission and its challenges for a new world.	Bureau of Mission Dept. of Econome General	2014 – 2016
	4. Define some principles and guidelines of management of the Marist mission for the whole Institute.	Bureau of Mission Dept. of Econome General	2013 – 2015

OBJECTIVE 7

Promote a better understanding and appreciation of **internationalism** and **intercultural living**, living globalisation in an alternative way, and encouraging a greater missionary availability to respond to new needs.

<i>Courses of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
7.1 – Create the Bureau of International Missionary Collaboration.	1. Organize the internal structure of the Bureau and draw up a work plan.	Bureau of International Missionary Collaboration	2011
7.2 Implement the objectives of the Mission Ad Gentes-Asia, established at the Conference of Provincials (Sri-Lanka 2005) by spreading information on the project throughout the Institute in retreats, meetings, assemblies	1. Ask help from the provincials and animate them to send brothers, lay Marist missionaries and Marist collaborators to the Ad gentes project.	General Council	2011
	2. Accompany those interested in setting out for Mission Ad Gentes.	Bureau of International Missionary Collaboration	Annual
7.3 – Promote in initial and ongoing formation openness to internationalism and interculturalism, and availability for the concrete needs of international collaboration.	1. Promote the learning of languages in the Institute.	General Council	
	2. Promote international experiences in the initial formation of brothers.	Bureaus of International Missionary Collaboration and Brothers Today	
7.4 – Consolidate the Project AG in the already established communities and in those to be established with the presence of new members	1. Collaboration and co-ordination with the General Council and the Bureaus in all aspects relating to AG.	Bureau of International Missionary Collaboration	2011 – 2013
7.5 Develop in the congregation the possibility of international missionary co-operation	1. With the provincials find means to develop a missionary culture in the province.	Bureau of International Missionary Collaboration	2011...
	2. Integrate the missionary dimension in the structures of formation of the Congregation (at all levels).	Bureau of International Missionary Collaboration	2011...

	3. Assure the initial formation of the candidates (in our or other centres) and ongoing formation when necessary.	Bureau of International Missionary Collaboration	Annual
	4. Develop an international volunteer service including brothers and laity.	Bureau of International Missionary Collaboration	2011 – 2016
7.6- Foster the carrying out of the Marist mission in network and the setting up of Marist mission networks.	1. Foster the setting up of networks of basic education and of solidarity and of Publications at the level of the Institute and regions and strengthen the International Marist Network of Higher Education.	Bureau of Mission	2011 – 2015
	2. Strengthen the formation of leadership for the Marist mission by means of programmes, projects and formation exchanges.	Bureau of Mission	2011 – 2016
	3. Promote the linking of the Marist mission networks with other related networks.	Bureau of Mission	2012 – 2016

OBJECTIVE 8

Provide continuity for promoting and applying the “**Evangelical Use of Goods**”
and the exercise of solidarity at all levels of the Institute.

<i>Courses of action</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Calendar</i>
8.1 Promote internal and external solidarity at all levels of the Institute.	1. Develop the web www.fmsi-onlus.org with a view to creating greater awareness of and esteem for the missionary work of the Institute.	FMSI	2011 Permanent
	2. Organize conferences on this subject at international level to promote exchange of ideas and practical guidelines.	FMSI	2012-2013
	3. Organize regional events, seminars, meetings, that provide stimulation to the region and can give rise to co-operation.	FMSI	2012
	4. Facilitate dialogue with respect to the usefulness of the foundation in improving regional and local initiatives.	FMSI	2012
8.2 – Draw up a plan to ensure the eventual financial autonomy of the AUs and the Sector Ad gentes and a plan for financing the General Administration.	1. Establish the Commissions requested by the XXI General Council	General Council/ Dept. of Econome General	2010-2011
	2. Create an Institutional Programme of Global Advance centred on an economic management in solidarity and in building up the Patrimony.	FMSI	2011-2013
	3. Provide training for development projects in all the Regions.	FMSI	2011
8.3 – Carry out a study on the future of the General House requested by the XXI General Chapter.	1. Establish the Commission requested by the XXI General Chapter	General Council “Ad hoc” Committee	2010-2012
8.4 Provide continuity for the work developed by the previous Commission on the Evangelical Use of Goods.	1. Formation and discernment on the use of goods from the perspective of the Gospel.	Dept. of Econome General	
	2. Promote simplicity in our residences and in new constructions.	Dept. of Econome General	