



INSTITUTE OF THE MARIST BROTHERS

Marists
of Champagnat

MARISTS OF CHAMPAGNAT

THE GENERAL ADMINISTRATION'S STRATEGIC PLAN
FOR ANIMATION, LEADERSHIP AND GOVERNMENT

2017

BICENTENARY OF THE
FOUNDATION OF THE INSTITUTE

2025

BICENTENARY OF THE
OPENING OF L'HERMITAGE



On the cover, a picture of the Gier, that starts at La Jasserie, in the Pilat massif, and runs through La Valla and Notre Dame de l'Hermitage and enters the Rhône at Givors.






**THE MARIST JOURNEY FROM OUR FOUNDATION IN LA VALLA (1817)
TO THE OPENING OF THE HOUSE OF OUR LADY OF L'HERMITAGE (1825)
SHEDS LIGHT ON OUR JOURNEY FOR THESE NEXT EIGHT YEARS (2017-2025)**

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

(Water of the Rock, 100)







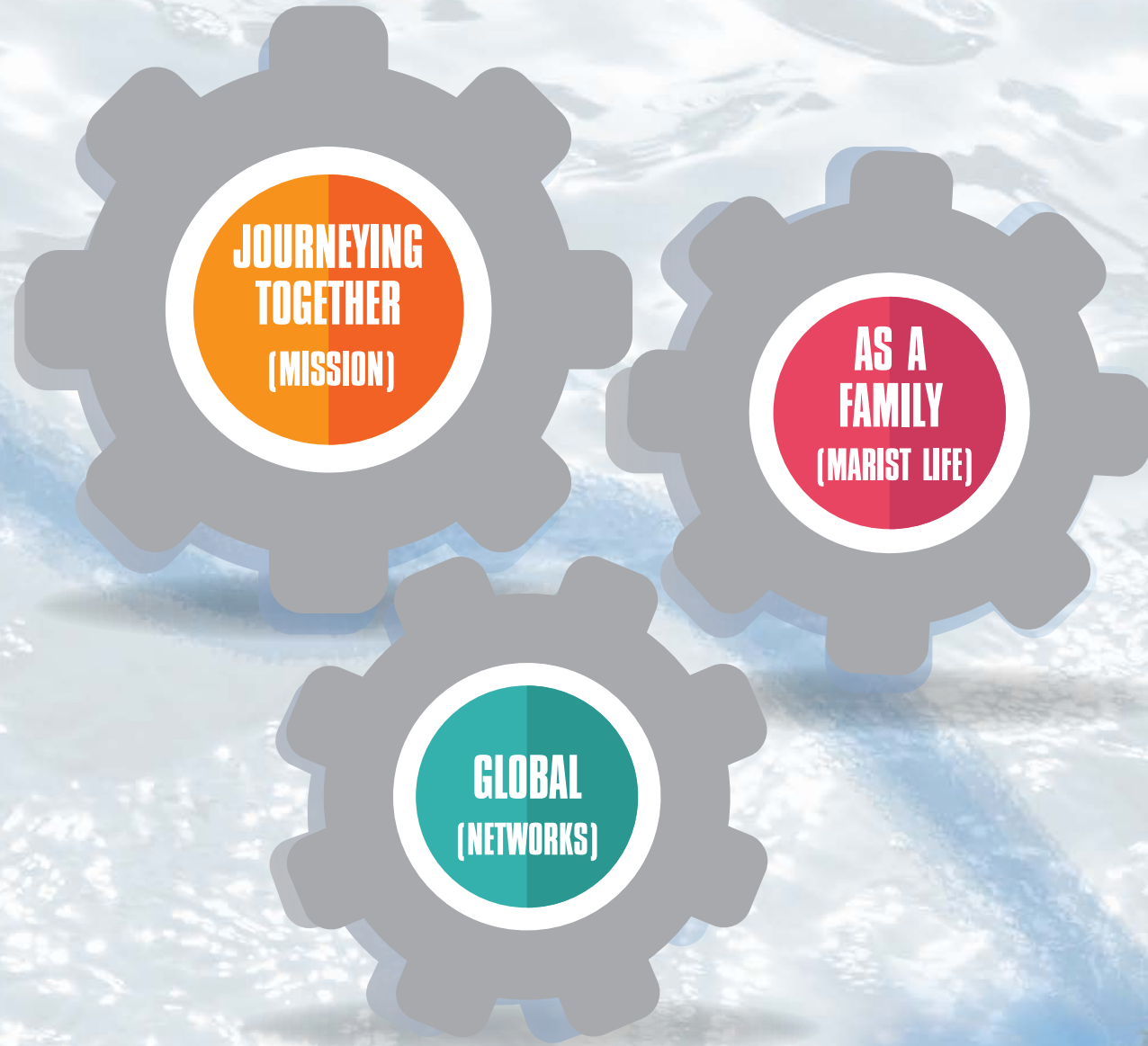
The XXII General Chapter invited us to “a new beginning” and “a new La Valla”. Like Champagnat, we want to live these years with the same energy, enthusiasm and trust in God which guided him in the first years of our Institute...

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

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

- 1. JOURNEYING TOGETHER...** (this program speaks about **MISSION** ... walking with, educating, moving, nurturing)
- 2. ...AS A FAMILY** (this program speaks of **MARIST LIFE** ... of identity, community, vocation, spirituality)
- 3. ...THAT IS GLOBAL** (this program speaks about **NETWORKS AND THE GLOBAL BODY** ... of relationships, connections, bridges, co-responsibility ...)







Presentation

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

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

In regard to the planning process and method, besides the Coordinating Team of Brothers Luis Carlos Gutierrez, Óscar Martín and Ben Consigli, we were able to rely on the helpful advice of Br. Gabriel Villa-Real (Province of l’Hermitage), who acted as the facilitator. We thank them all for their great help and leadership.

The Plan begins with a **Vision statement** and then follow the 3 main **global programs**. Each Program is presented in terms of projects and initiatives.





Those who are responsible for each initiative are named and their calendar as well. The programs, projects and initiatives will be launched progressively and in a coordinated fashion over the next three years. Adjustments will be made as needed along the way as the Plan is implemented.

We believe that it is of capital importance that we unite our efforts and energy with what Provinces and Districts are already doing or intend doing, in order to be able to generate real synergy in putting these projects and initiatives into practice.

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

(XXII General Chapter)

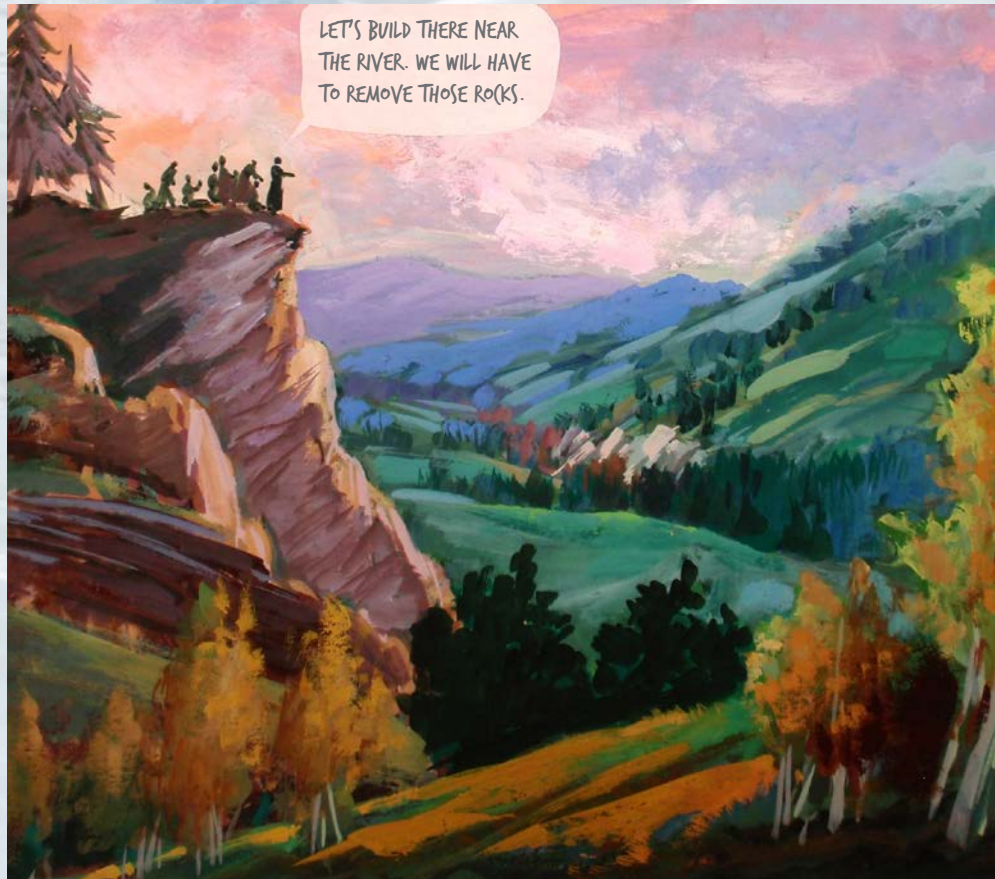
As a General Administration we are still feeling our way and learning a lot. We want to join and serve you in bringing to life the calls from God discerned at the General Chapter for all Marists of Champagnat. We take courage from knowing that Mary, our Good Mother, is walking alongside us and that “this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

Fraternally,
Br. Ernesto Sánchez, Superior General





STRATEGIC PLAN FOR ANIMATION, LEADERSHIP AND GOVERNMENT 2017 – 2025



VISION 2025

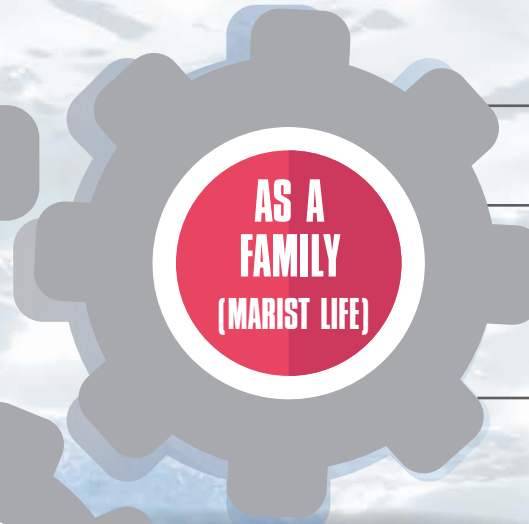
As Marists of Champagnat, we are a global charismatic family, living an integrated spirituality and are passionately committed to an innovative mission without borders, at the service of children and young people, especially the most vulnerable and excluded.





IN THE CARAVANS OF LIFE

EMPOWERING THOSE WITHOUT A VOICE



LIGHTHOUSES OF HOPE

HOMES OF LIGHT

SPIRITUALITY OF THE HEART

NURTURING MARIST LIFE



BRIDGE-BUILDERS

EVANGELIZING EDUCATION

AGENTS OF CHANGE

WALK WITH YOUNG PEOPLE

IN THE MIDST OF THE WORLD

GLOBAL BODY

MESSENGERS OF PEACE

IN COMMUNION AND SOLIDARITY

A NEW RELATIONSHIP

SERVANT LEADERSHIP

CULTURE OF ENCOUNTER

FROM THE EGOS TO THE ECOS



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”

PROGRAM 1: JOURNEYING TOGETHER...

Passionately committed to...

an innovative mission without borders, at the service of and journeying with children and young people, especially the most vulnerable and excluded, and responding to emerging needs...

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

(Life, J. B. Furet, 12)



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
<p>Strengthen networking between AU's in the defense and promotion of the rights of children and ensure the existing protocols for the protection of children are followed in all the AU's, in both formal and informal ministries.</p>	<p>PROJECT 2 (1.2)</p> <p>EMPOWERING THOSE WITHOUT A VOICE</p> <p>Develop channels of listening, participation and empowerment of children and young people.</p>	<p>“Be Empowered”. Develop a platform in our ministries and wherever we are working for listening to children and young people firsthand and empowering them. This includes publications, web resources...</p> <p>Formation for rights. Ensure that our ministries and other activities in the fields of education and evangelization have a firm foundation in Child Rights.</p> <p>Participation: Participate in existing Human Rights networks in the regions and collaborate in forums for discussing and promoting these rights.</p>	<p>Director, Secretariat of Education and Evangelization</p> <p>Director, FMSI</p> <p>Director, FMSI</p>	<p>Secretariat of Education and Evangelization</p> <p>FMSI</p> <p>Secretariat of Education and Evangelization FMSI</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”

PROGRAM 2: ...AS A FAMILY

Charismatic identity with a holistic spirituality

Marist Vocations, Fraternities and Communities, Spirituality

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

(Life, J. B. Furet, 12)



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
<p>Deepen the charismatic identity of all Marist vocations and develop new paths of animation and vocational accompaniment, as well as a new language and structures that foster communion.</p>	<p>PROJECT 3 (2.1)</p> <p>LIGHTHOUSES OF HOPE</p> <p>Generate and accompany new Marist life, so as to build up our Global Charismatic Family.</p>	<p>1. Vocational animation. Develop common lines for understanding one another, communion, and the vocational animation of Marist Brothers and Lay Marists.</p> <p>2. Lay Formation Programs. Start programs for introducing the charism, formation and accompaniment of Lay Marists in their vocation, and / or strengthen existing programs at all levels.</p> <p>3. Structures for Initial Formation. Revise both the current plans and structures of the initial formation for Brothers and the <i>Formation Guide</i>.</p> <p>4. Ongoing formation. Revise the plans and structures of ongoing formation and accompaniment.</p>	<p>Director, Secretariat of Brothers Today</p> <p>Director, Secretariat of Laity</p> <p>Director, Secretariat of Brothers Today</p> <p>Coordinator, Ongoing Formation Team</p>	<p>Secretariat of Brothers Today Task Force</p> <p>Secretariat of Laity</p> <p>Secretariat of Brothers Today</p> <p>Ongoing Formation Team</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
		<p>5. Lay Commitments. Explore and consolidate forms of commitment, ways of belonging and charismatic associations; share related reflections and experiences; continue working with various groups and structures such as the Champagnat Movement of the Marist Family.</p>	<p>Director, Secretariat of Laity</p>	<p>Secretariat of Laity</p>
		<p>6. Joint Formation. Offer and systematize experiences of joint formation for Brothers and Lay Marists. Provide leadership training for people to accompany AUs in their promotion of different forms of Marist life.</p>	<p>Director, Secretariat of Laity</p>	<p>Secretariat of Brothers Today Secretariat of Laity</p>
		<p>7. Charismatic identity. Deepen our understanding of our Marist charismatic identity, using the <i>Constitutions, The Rule of Life and On Being a Lay Marist</i>, and prepare a document on Marist charismatic identity.</p>	<p>Superior General</p>	<p>General Council Secretariats of Brothers Today and Laity</p>
		<p>8. Regional centers. Encourage the creation of Marist regional formation centers that offer an integrated training in spirituality, communion and all aspects of mission. (See projects in the areas of Mission and Administration).</p>	<p>Director, Secretariat of Brothers Today</p>	<p>Secretariats of Brothers Today and General Council</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
<p>Promote a profound renewal of our community life so that it may generate new life in fraternity and simplicity.</p>	<p>PROJECT 4 (2.2)</p> <p>HOMES OF LIGHT</p> <p>Promote simple and open communities, “homes of light,” beacons of hope, bridges of humanity.</p>	<p>1. Fraternal life. Develop lines of renewal and animation for community life, paying particular attention to the stages of life of the Brothers (young, old, infirm ...).</p> <p>2. Community leaders. Offer courses and workshops for leaders of communities, including new community structures.</p> <p>3. Mixed communities. Encourage, accompany and evaluate the experience of communities composed of Brothers and Lay Marists (e.g.: Lavalla200 Communities, and others ...).</p>	<p>Director, Secretariat of Brothers Today</p> <p>Coordinator, Ongoing Formation Team</p> <p>Director of Formation Lavalla200></p>	<p>Secretariat of Brothers Today</p> <p>Ongoing Formation Team</p> <p>Cmi Secretariats of Brothers Today and Laity</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
<p>Discern ways to live a spirituality adapted to the realities of our lives, that is inclusive, and that moves us to be the face and hands of God’s mercy.</p>	<p>PROJECT 5 (2.3)</p> <p>SPIRITUALITY OF THE HEART</p> <p>Live a Marian spirituality of the heart, renewed and integrated, which allows us to delve into our experience of God in our personal encounter with Him in everyday life.</p>	<p>1. Programs of spirituality and interiority. Design and promote programs or processes of spirituality/ interiority that consider gradual and foundational experiences for personal and communal growth (for all Marists and those whom we serve). These programs would also include processes of formation and experiences of personal and communal prayer. One possible method is to create a Marist prayer app.</p> <p>2. Leaders and companions. Identify and prepare leaders for spiritual animation and accompaniment.</p> <p>3. Integrated spirituality. Encourage an integrated spirituality in the various formation and accompaniment programs in our Marist tradition which are also open to the development of eco-spirituality and to inter-religious and intercultural dialogue.</p>	<p>Director, Secretariat of Brothers Today</p> <p>Assistant Director, Secretariat of Brothers Today</p> <p>Director, Secretariat of Brothers Today</p>	<p>Secretariat of Brothers Today International Commission of Brothers Today Secretariat of Laity Ongoing Formation Team</p> <p>Secretariat of Brothers Today International Commission of Brothers Today Secretariat of Laity Ongoing Formation Team</p> <p>Secretariat of Brothers Today Secretariat of the Laity Ongoing Formation Team</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
		<p>4. Spirituality Network. Strengthen and integrate co-operation between the Centers of Spirituality and Heritage/Patrimony (houses, Memorials, Marist places, etc.) with an openness to our mission among young people.</p> <p>5. Marist spiritual heritage. Undertake an historical study about the sources, origins, theological and ecclesiology foundations and evolution of Marist spirituality, and the Causes of Marist saints.</p>	<p>Assistant Director, Secretariat of Brothers Today</p> <p>Chair, Spiritual Patrimony Commission</p>	<p>Secretariat of Brothers Today Secretariat of the Laity Ongoing Formation Team</p> <p>International Patrimony Commission</p>
<p>Promote a mentality of global availability in initial and Ongoing formation for both Brothers and Lay Marists.</p>	<p>PROJECT 6 (2.4)</p> <p>NURTURING MARIST LIFE</p> <p>Institute formation initiatives to promote global availability, develop cooperative-collaborative work capacities, and improve social skills.</p>	<p>Global availability. Foster a “heart-set” in Brothers and Lay Marists and the human capacities needed to better live and serve in a global Institute through formation, short-term experiences and exchanges, social media, training programs, experiences of volunteering and solidarity.</p>	<p>Director, Cmi</p>	<p>Secretariat of Brothers Today Secretariat of the Laity Director of Formation Lavalla200></p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”

PROGRAM 3: ...THAT IS GLOBAL

Networks, organization, management

Formation for the development of networks and the Marist family, with a sense of the global body

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

(Life, J. B. Furet, 12)



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
<p>Promote the connection between the different networks and create new networks at the service of Marist life and mission.</p>	<p>PROJECT 7 (3.1)</p> <p>BRIDGE-BUILDERS</p> <p>Accompany and strengthen existing networks and their interconnection.</p>	<p>Interconnection. Promote interconnection between Marist networks, (spirituality, mission, centers of spirituality, universities, publishing houses, schools, evangelization/youth ministry, solidarity, volunteering, child rights...) to share learnings, create synergies, maximize resources and improve the discernment and corporate sense of our mission of evangelization and education.</p>	<p>Vicar General</p>	<p>Coordination Team that will assist in the coordination of the Secretariates/Areas</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
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PROJECT 8 (3.2)

EVANGELIZING EDUCATION

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

International Network of Marist Mission. Promote the creation and development of the International Network of Marist Mission and of the Networks linked to it, ensuring its interconnection

1. International Network of **Marist Education** (works of the Institute)
2. International Network of **Marist Evangelization** or Marist Youth Ministries.
3. International Network of **Works of Marist Inspiration** (external works associated with the Marist spirit).
4. International Network of **Marist NGOs**.
5. Coordinators of Province Volunteers.

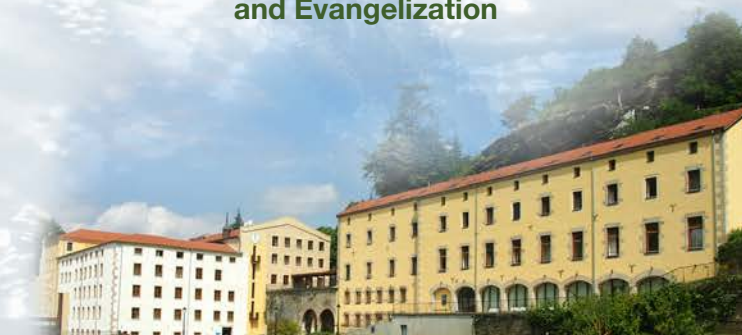
Global “Holding” Entity of Marist Works. Create a global entity for the animation and management of Marist mission for the works that AUs can no longer manage themselves (or that may be transferred to it as decided by AUs).

Director, Secretariat for Education and Evangelization

Econome General

**International Marist Mission Committee
Secretariat for Education and Evangelization
Secretariat of Solidarity
FMSI
Cmi**

**Office of the Econome General
Secretariat for Education and Evangelization**



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”

STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
	<p>PROJECT 9 (3.3)</p> <p>AGENTS OF CHANGE</p> <p>Promote innovation in Marist education and evangelization.</p>	<p>Channels of Innovation. Promote and share best practices for innovation (such as networks, think tanks, exchanges, connections between Regions, etc.).</p> <p>Marist Educational Mission. Update the document: <i>In the Footsteps of Marcellin Champagnat</i> (the Marist Educational Mission document).</p> <p>MIMA III. Organize a 3rd Marist International Mission Assembly with a new charter as a structure of communion and direction-setting for our global charismatic family.</p>	<p>Director, Secretariat for Education and Evangelization</p> <p>Assistant Director, Secretariat for Education and Evangelization</p> <p>Assistant Director, Secretariat for Education and Evangelization</p>	<p>International Marist Mission Committee</p> <p>International Marist Mission Committee Networks of Marist Schools, MYM, NGOs, Universities, Publishing Houses</p> <p>Secretariat for Education and Evangelization International Marist Mission Committee Networks ...</p>
	<p>PROJECT 10 (3.4)</p> <p>WALK WITH YOUNG PEOPLE</p> <p>Promote Marist Youth Ministry programs as a Global Family</p>	<p>Marist Youth Ministry platform. Ensure that each AU implements a platform or space for Marist Youth Ministry.</p> <p>“All the youth.” Promote Marist Youth Ministry programs in all AU’s that allow youth to be co-creators and co-responsible for Marist Youth programs.</p> <p>Channels of Listening: Create channels of listening and youth participation within the International Network of Youth Ministry.</p> <p>World Days of Marist Youth. Continue and diversify the International Marist Youth Meetings.</p>	<p>Director, Secretariat for Education and Evangelization</p> <p>Assistant Director, Secretariat for Education and Evangelization</p> <p>Assistant Director, Secretariat for Education and Evangelization</p> <p>Assistant Director, Secretariat for Education and Evangelization</p>	<p>Network of Marist Youth Ministry / Evangelization</p> <p>Network of Marist Youth Ministry / Evangelization</p> <p>Network of Marist Youth Ministry / Evangelization</p> <p>Network of Marist Youth Ministry / Evangelization</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
<p>Develop an external and internal communication plan that transmits who we are and reaches out effectively to our various stakeholders and to the wider public.</p>	<p>PROJECT 13 (3.7)</p> <p>MESSENGERS OF PEACE</p> <p>Develop better internal and external communication to cultivate a sense of belonging, to overcome geographical and existential borders, and to publicize Marist mission in the wider society.</p>	<p>Communications services. Redesign the area of communications of the Institute with more lay presence and directed at young people.</p>	<p>Director of Communications</p>	<p>Mission Committee</p>
		<p>Global family consciousness. Improve our communication to reflect our vision of being a global family.</p>	<p>Director of Communications</p>	<p>Communications Team and Link Councilors for this area</p>
		<p>Corporate image. Develop a proposal for a global corporate image at the level of the General Administration and share this proposal with the entire Institute.</p>	<p>Director of Communications</p>	<p>Communications Team and Link Councilors for this area</p>
		<p>Public image in society. Develop ways to raise awareness of Marist life (spirituality, mission, social action, witness of sanctity) at all levels.</p>	<p>Director of Communications</p>	<p>Solidarity/FMSI Team and Communications Team</p>



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
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Encourage networking strategies to share human and economic resources at the service of Marist life and mission, especially related to emerging realities (migration, refugees, current and new presences, etc.). Develop administrative and management policies for human resources, finances and real estate at all levels of the Institute, with careful attention to different regional, social and legal contexts.

PROJECT 14 (3.8)

IN COMMUNION AND SOLIDARITY

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

Sustainability: Promote sustainability at all levels of the Institute, fostering responsibility, internal solidarity and interdependence.

- 1. Shared Services:** Develop various “shared services”, beginning with the Regions and spreading to include all levels of the Institute.
- 2. Financial vehicles:** Set up financial vehicles that are ethical, evangelical and legal to assist the global mission of the Institute and the AUs.
- 3. Real estate:** Optimize the management of properties at the service of Marist life an mission in a professional manner.
- 4. Plan for the financing of Marist life and mission:** Work on a draft model for financing the Institute, based on an analysis of the current model, anticipating greater internal solidarity and sharing resources at all levels, the study of new sources of financing and the creation of funds to support formation, solidarity and the expansion of our mission.

Coordinated management: Promote the coordinated and efficient management of resources at the service of Marist life and mission.

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

Economie General

CIAE, Sustainability Project Team, FMSI

Economie General



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
Promote a mentality of solidarity which emphasizes co-responsibility, transparency, efficient and effective management, and sustainability through formation and professional accompaniment.	<p>PROJECT 15 (3.9)</p> <p>A NEW RELATIONSHIP</p> <p>Establish training programs and accompaniment that foster a mindset of co-responsibility and transparency.</p>	<p>Formation in co-responsibility. Promote training in co-responsibility and good governance practices, so as to develop a collaborative culture of networks, through assemblies, programs, courses, accompaniment by professionals etc..</p>	Vicar General	Areas of Marist Mission, Marist Life and Institutional Services
Promote open and qualified servant leadership to address the emerging realities in our Institute and in the world.	<p>PROJECT 16 (3.10)</p> <p>SERVANT LEADERSHIP</p> <p>Promote the necessary training initiatives to develop the skills required in the different functions of service for a global Institute.</p>	<p>Leadership Formation. Identify, develop or sponsor programs for the preparation of “leaders for mission” (education, evangelization, Child Rights, governance and management, etc.). Include formation for initiating change and developing social skills and competency and intercultural skills (within a region or inter-regional, university network or other resource bodies..).</p>	Vicar General	Areas of Marist Mission, Marist Life and Institutional Services



“JOURNEYING TOGETHER AS A FAMILY THAT IS GLOBAL”



STRATEGIES	PROJECTS	INITIATIVES	WHO	SUPPORT TEAM
<p>Promote a “culture of encounter” and the integration of diversity (ecology, Western and Eastern spiritual expressions, diverse religious or cultural traditions, etc...) in our formation programs for Brothers and Lay people and in our ministries.</p>	<p>PROJECT 17 (3.11)</p> <p>CULTURE OF ENCOUNTER</p> <p>Develop initiatives, at all levels, that create a culture of encounter and communion.</p>	<p>Culture of Encounter. Encourage and facilitate a “culture of encounter” (in the sense expressed by Pope Francis) through the educational, social and evangelizing platforms of the Institute: educational networks, communications, retreats, times of reflection, ecumenical and interreligious initiatives, etc.</p>	<p>Director, Secretariat for Education and Evangelization</p>	<p>Mission Committee</p>
	<p>PROJECT 18 (3.12)</p> <p>FROM THE EGOS TO THE ECOS</p> <p>Develop a comprehensive ecological awareness to take care of our “common home”.</p>	<p>Common home. Develop and implement a program of ecological awareness throughout the Institute, in synergy with the Regions and AUs, using our various educational, cultural, social and evangelizing platforms.</p> <p>Environmental Audit: Develop eco-environmental commitments that ensure the ecological sensitivity of our new ways of being Marist today (an energy audit of our houses and ministries, increased use of recycled articles and avoiding non-recyclable, disposable products.</p>	<p>Director, Secretariat of Solidarity</p> <p>Director, Secretariat of Solidarity</p>	<p>Secretariat of Solidarity Secretariat of Education and Evangelization</p> <p>Secretariat of Solidarity Secretariat of Education and Evangelization</p>

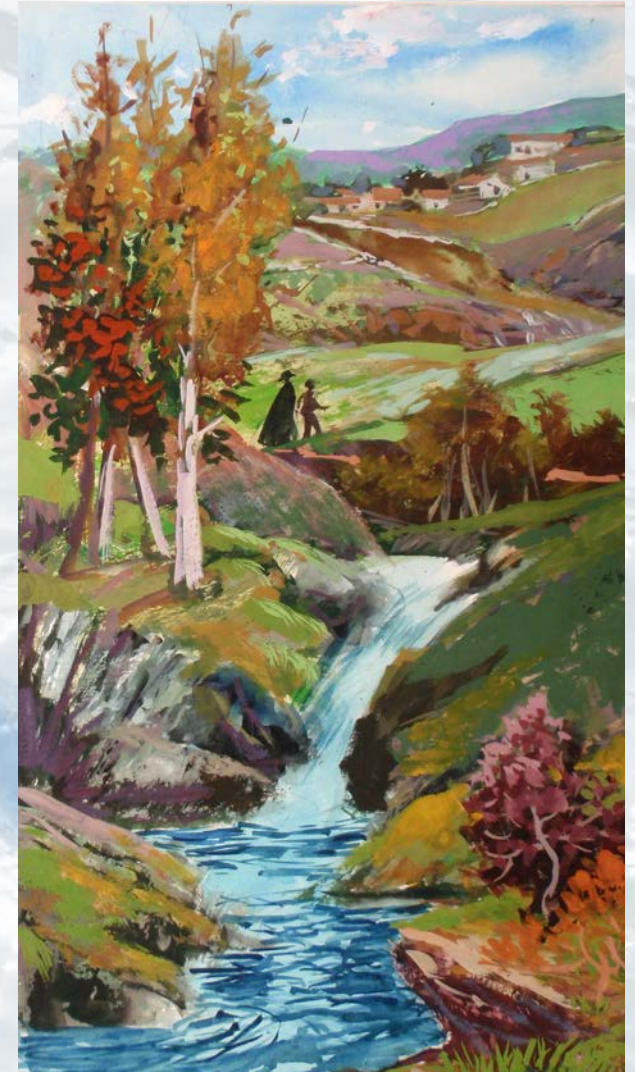


OUR STYLE OF LEADERSHIP

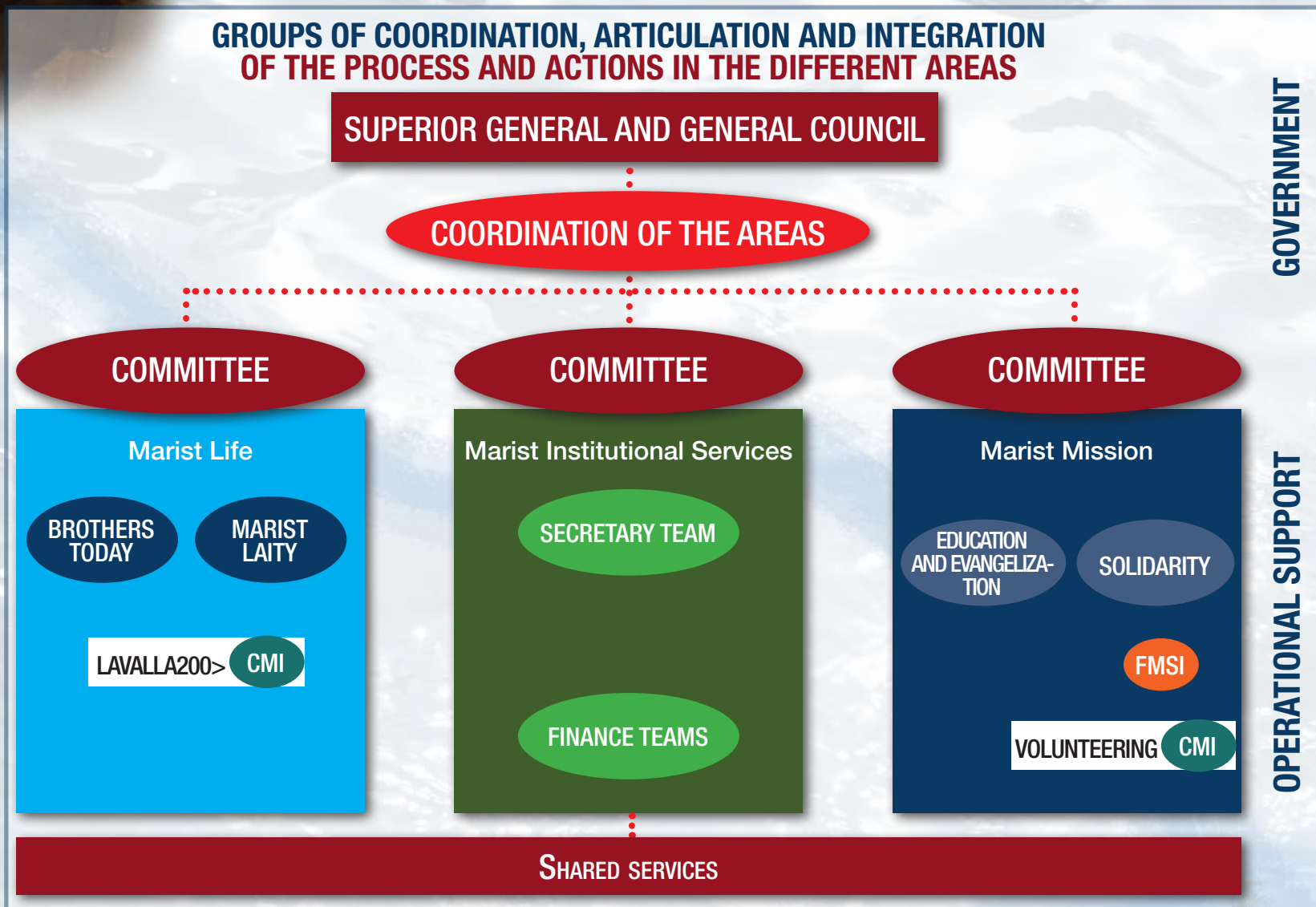
We lead the Institute with a prophetic, servant form of leadership. For us, leadership is an ongoing process, evidenced by a conscious choice to “serve and be the first to serve”. Such leadership leads us to:

1. Create community and develop relationships. This means giving space to growing, developing empathy, fostering mutual trust, valuing people.
2. Live and lead with a transcendent awareness. This means integrating faith and life, serving like Jesus, in the style of Mary.
3. Nourish our vision. This involves deepening the values that sustain us, committing ourselves with passion, praying for one another and together.
4. Communicate. This means setting up networks, looking for feedback, prioritising transparency, creating spaces for sharing and times for relaxing together.
5. Be flexible and adaptable. This means fostering constant evaluation, renovating spaces for more teamwork, delegating, reflecting and discerning at depth.
6. Engage with local realities, keep in touch with them, putting a face to situations, acknowledging and celebrating life.

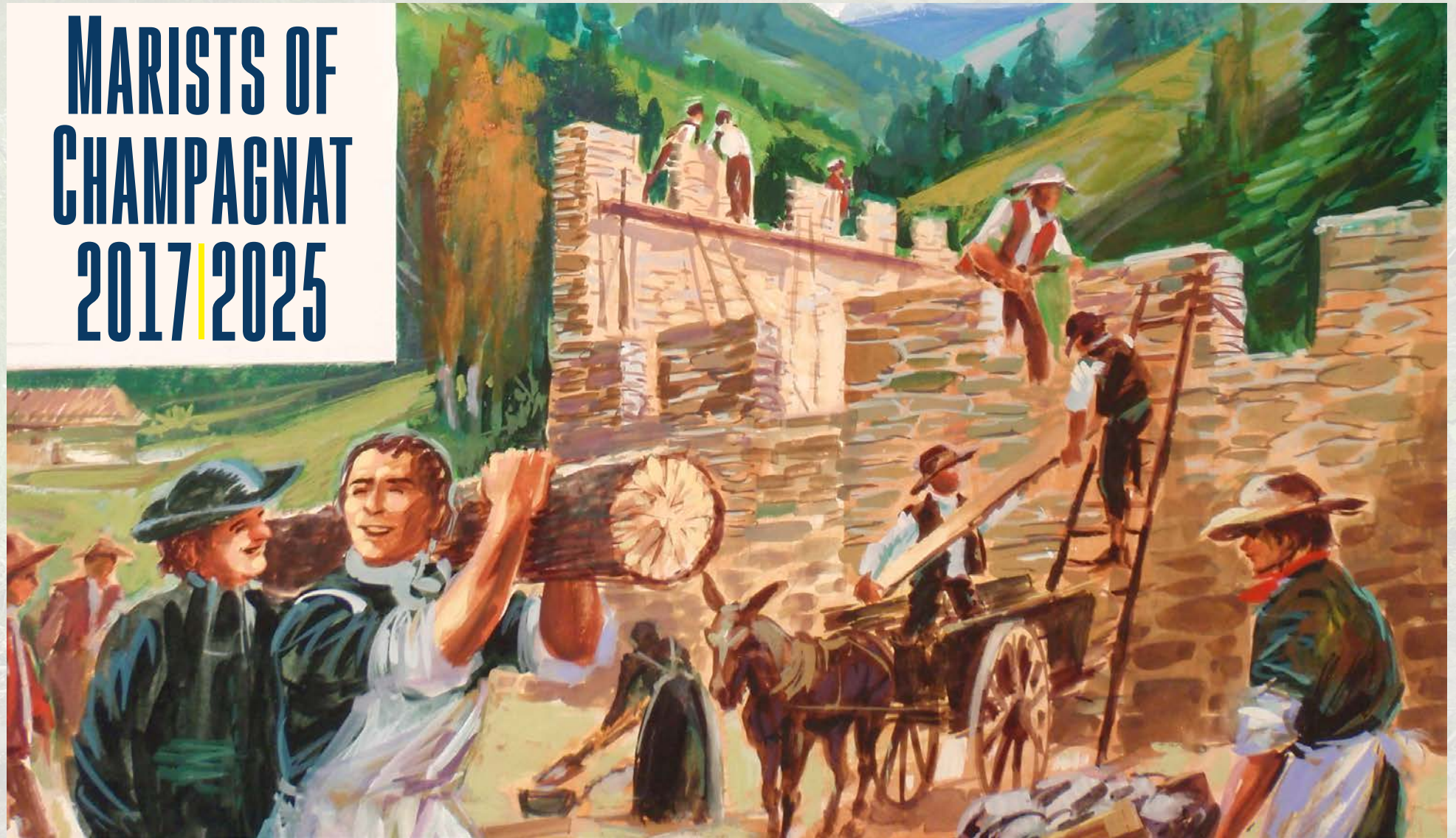
For this, we seek to grow in the following qualities:
service, joy, simplicity, respect, compassion and integrity.
Along with these, we give pride of place to:
accompaniment, team-building, innovation, dialogue.



GROUPS OF COORDINATION, ARTICULATION AND INTEGRATION OF THE PROCESS AND ACTIONS IN THE DIFFERENT AREAS



MARISTS OF CHAMPAGNAT 2017|2025



THE GENERAL ADMINISTRATION'S STRATEGIC PLAN FOR ANIMATION, LEADERSHIP AND GOVERNMENT