



**Brothers of
the Christian
Schools**

LASALLIAN MISSION MOVING FORWARD PLAN

Dear Brother Visitors and Secretaries of the Institute,

Greetings of peace and good health!

Thank you for your response to our letter of May 25th 2020 concerning the *Lasallian Mission Moving Forward Plan*. We have learned much from these responses. They have given us a glimpse of what has been happening throughout the Institute during these troubled times and enabled us to understand how the various Secretariats have used their resources to facilitate greater synergy across the Institute.

It is heartening to acknowledge the creative and generous responses of so many Districts as they have adapted to new realities. We also recognize that, unfortunately, some Districts have been severely impacted by the pandemic and that none were prepared for the extended lockdown and its consequences. In these rapidly changing circumstances, it is not easy to chart an effective way forward as we are all challenged to find innovative ways of living, working and forging relationships in support of the Lasallian mission and our communities, both educational and religious.

Brother Superior and
the General Council

Brothers of the Christian Schools



Across the international Institute, we now see Districts transitioning at different stages towards a more stable environment. As a way of accompanying this process in search of the “new normal”, Brother Superior and the General Council, with the help of the Institute Secretariats, have elaborated a document with some broad themes and orientations based on your responses to the letter of May 25th. This document, entitled *“A Guide for some key actions, Responsible Persons or Groups, and desired outcomes”*, is attached. At a time when each District/Delegation is developing its own “moving forward plan” in response to the pandemic, we offer this document as a help to all those engaged in the direction of the Lasallian mission – e.g. Brother Visitors and Councils, District Leadership Teams, District MEL Councils, Institute Secretariats. We hope that you will find the recommendations helpful while recognizing that they will need to be contextualized locally. We will make use of this year’s District Annual Report to learn how Districts have planned to ensure the sustainability of the Lasallian mission during these challenging times.

W e want to assure you of our prayerful support during this time. With you, we mourn all those who have lost their lives as a consequence of this pandemic. In a special way, we mourn those of our Brothers and Lasallian partners who have died and those in the Lasallian family who have lost loved ones as a direct result of the virus. We are also very conscious that the pandemic has created a whole host of additional problems, especially for the most vulnerable, and we are grateful for the generous and creative response of the international Institute in addressing some of these needs.

A s the Institute navigates its way through this difficult crisis in the hope of building a better future, we invite each one to be part of the solution since every Lasallian has a vital role to play in the vitality of the mission. We encourage all to work, together and by association, to bring this hope to fruition.

MAY GOD BE WITH US ALWAYS.



SUMMARY OF ACTIONS FOR THE SUPERIOR GENERAL, THE GENERAL COUNCIL AND THE SECRETARIATS

1. Provide a reflection document for the Brothers and their religious communities on “Reimagining the Life of the Brothers.”
2. Accompany Districts, Delegations and Regions on a case by case basis as necessary.
3. If considered useful, discuss the document “*A Guide for some key actions, Responsible Persons or Groups, and desired outcomes*” with Regional Conferences of Brother Visitors and Regional Mission Councils.
4. Foster collaboration and synergy between the different Secretariats and organizational units of the Institute.
5. Encourage innovative ways of organizing programs and activities at Institute, Regional, District and Sector levels.
6. Organize conversations with the General Councils of other Religious Congregations of Brothers as to how they have responded to the Covid 19 crisis and planned for the future.



Specific Actions for the Brother Superior and the General Council

A LASALLIAN RESEARCH AND RESOURCES SERVICE

1. Ensure that the Lasallian Digital Repository project is made more available through different digital platforms.
2. Offer help and support to those Districts that need online support for their formation programs and other research purposes.
3. Encourage research as to how Lasallian education can continue to be a positive force in a changing world.

B SECRETARIAT OF FORMATION

1. Prepare an evaluation for Brother Superior and the General Council on the current location and functioning of the Secretariat with a view to responding to the actual needs of Districts and a more effective use of Secretariat personnel.
2. Organize the Secretariat in a way that best responds to the post-pandemic situation. This may include, for example, the use of ad hoc committees for addressing different aspects of Lasallian formation for Mission.
3. Provide direct accompaniment for District formation houses and District formation processes (e.g. accompaniment of Young Brothers; Pre-Profession sessions etc.) as well as undertaking regular evaluations of international novitiates and scholasticates. As part of this accompaniment, ensure that the orientations of the Pilgrim's Handbook have been integrated into District and international formation plans and programs.
4. Take responsibility, at Institute level, for the proper preparation of Brothers who are called to work in formation.
5. Ensure that best practices in different Formation Programs for Brothers and Partners are shared between Districts and Regions.

2

Specific Actions for the Secretariats and Services

C SECRETARIAT OF SOLIDARITY AND DEVELOPMENT

1. Maintain a database of the Institute Mission Projects.
2. Recommend to Brother Superior and General Council the criteria for implementation of Priority Mission Projects.
3. Develop global fund-raising projects for Districts in need; e.g. to ensure greater access to technology for education purposes and building capacities for educators.
4. Make use of networking initiatives to raise funds for Priority Mission Projects.
5. Continue the work of sensitizing the Lasallian world to the needs and richness of collaborative solidarity.

D SECRETARIAT OF ASSOCIATION AND MISSION

1. Adapt the agenda and organization of the III AIMEL and IV ISYL in response to the Covid 19 pandemic.
2. Strengthen the models/styles of Association to generate new experiences of communion and belonging; share and animate the life of prayer and spirituality for Lasallians.
3. Contextualize the use and assimilation of recent documents produced by the Institute. These include:
 - *The Declaration on the Lasallian Educational Mission. Convictions, Challenges and Hopes*
 - *The Criteria of Identity for the Vitality of Lasallian Educational Ministries; A Conversation for the Lasallian Family*
 - *From Hope to Commitment: Understanding Lasallian Vocations (Circular 475)*
4. Facilitate online training at the Generalate to produce content on formation, and encourage virtual community experiences.
5. Organize formation experiences based on independent learning as well as networking within and between Secretariats.

Note: Numbers 3, 4 and 5 envisage collaboration with the Secretariats of Formation and the Research and Resources Service.

2

Specific Actions for the Secretariats and Services

E INTERNATIONAL YOUNG LASALLIANS COUNCIL

1. Strengthen the Young Lasallian network through the “*Indivisa Manent: We Remain United*”– a global Young Lasallians online project.
2. Create a plan to sustain online networks/teams as a way of animating Young Lasallians.
3. Facilitate networking to create digital content for Young Lasallians to build virtual community and remain engaged in the mission.
4. Develop “Lumen”, or other such publications, as a way of promoting and sharing experiences of Young Lasallians.

F THE BURSAR GENERAL AND THE INTERNATIONAL ECONOMIC COUNCIL

1. Expand the terms of reference of the International Economic Council (IEC) so as to undertake the role of the “Management Team”(see proposition 44 of 45th General Chapter). The functions of the (IEC) should also include:
 - The formulation of policies on financial co-responsibility or burden sharing
 - The management of Institute Patrimony
 - The creation of the Well-Being Fund
2. The office of the Bursar General to be expanded to include:
 - Implementing policies on investment.
 - Acting as a Secretariat for those committees involved in managing patrimony funds and reporting on the state of Institute’s patrimony .
 - Functioning as the clearing house for information on availability of funds.

2

Specific Actions for the Secretariats and Services

A GUIDE
TO USING
THE
LASALLIAN
MISSION
MOVING
FORWARD
PLAN

Brother Superior and the General Council offer this Guide for reviewing or developing existing plans in the light of the Covid 19 pandemic. It is directed to plans at different levels of Institute life – Districts, Delegations, CIAMEL, Secretariats and Services, local communities both religious and educational. The Guide is simply that – a guide. It offers orientations for future planning rather than attempting in any way to set local operational goals.

The Guide provides a list of options that can be chosen according to local contexts and the responsibilities of the different Institute administrative entities. As you will see, Column 1 identifies broad themes and key actions. Column 2 lists possible general directions. Both Column 1 and Column 2 are deliberately non-specific in order to leave ample scope for local contextualized responses. Column 3 identifies persons or groups that may be charged with responsibility for particular directions. Clearly, here there is ample opportunity for collaborative teamwork as necessary between different persons and groups. Column 4 identifies some desired outcomes which can be modified as circumstances dictate.

The Guide is intended as a flexible instrument that must be adapted to suit local needs with regard to timelines, outcomes, Government responses to the health crisis etc. We recognize that, as we attempt to plan for the future, there are many unknowns and that it is premature to draw conclusions about the “new normal”. We are also aware of the importance of face-to-face meetings and sessions. Unfortunately, the present situation, dependent for the most part on on-line contact, is not ideal although it has opened up exciting, creative possibilities for online teaching and learning, for rapid

communication and for problem-solving. However, while technology offers a different way of communicating, it cannot replace face-to-face contact even if the present pandemic has severely limited this essential relational aspect of communication.

We hope that this Guide will help you to calmly and reflectively navigate through this current complex situation characterized by volatility, uncertainty and ambiguity. We hope that it offers you insights and directions that will enable you to develop or re-calibrate your Lasallian mission plan for the coming years.

1 THEMES/KEY ACTIONS	2 DIRECTIONS	3 RESPONSIBLE PERSON/GROUP	4 DESIRED OUTCOME/IMPACT
<p>I. Communicating the “Core Message” of the Lasallian Mission in the new context</p>	<p>Ensure that, at District and local levels, the District’s “moving forward plan” is regularly and clearly communicated to all involved in the Lasallian mission</p>	<ul style="list-style-type: none"> • Visitors and District Leadership Teams • Leadership teams of educational communities 	<ul style="list-style-type: none"> • The members of the Lasallian family are more committed to participate in the moving forward of the Lasallian mission in all aspects. • The District and the educational communities have responded positively to the pandemic. They are thriving and succeeding in implementing District plans.
	<p>Promote the message often and clearly to all involved that the Lasallian mission continues to be as relevant as ever.</p>	<ul style="list-style-type: none"> • Communications and Technology Service • District Communication team • Visitors and District Leadership teams • District MEL Councils • Pastoral teams • IALU • Superior General and the Council 	<ul style="list-style-type: none"> • A critical mass of the Lasallian family welcomes the “new normal”. • A majority of the members of the Lasallian family are creative in making the Lasallian mission more relevant and adaptive to the signs of the times. • The Institute and the Lasallian family continue to be a spiritual and educational resource for all involved in the mission. • Districts/Delegations’ initiatives, projects and responses related to the continuity of the Lasallian mission are shared on the Institute website and other means of communication.

	<p>Reinterpret the current crisis as a favorable moment for personal conversion and collective action in line with the concept of integral ecology as presented by the <i>Laudato Si</i>.¹</p>	<ul style="list-style-type: none"> • Visitors and District Leadership Teams • Leadership teams of educational communities • Brother Directors 	<ul style="list-style-type: none"> • The members of the Lasallian family take into account the principles of integral ecology in a wide range of situations ranging from personal life choices to the implications for the international community.
	<p>Make certain that all necessary protocols – e.g. health and safety, child protection etc. – are in place in Brothers’ communities and educational ministries.</p>	<ul style="list-style-type: none"> • Visitors and Brother Directors • Leadership teams of educational communities 	<ul style="list-style-type: none"> • The members of the Lasallian family feel safe and secure in their work and teaching-learning spaces. • The members of the Lasallian family are more productive in terms of distance teaching and learning practices. • The District and the educational communities provide not only an environment conducive to physical safety but also ensure psychological support and spiritual accompaniment in the face of stress and anxiety.

¹ This is also developed in the recent Vatican document entitled “Journeying for the care of the common home”. This document offers a guide to our relationship with God’s Creation.

1 THEMES/KEY ACTIONS	2 DIRECTIONS	3 RESPONSIBLE PERSON/GROUP	4 DESIRED OUTCOME/IMPACT
<p>II. Embracing the Future of the Educational Mission</p>	<p>Clarify the Lasallian educational principles that we want to promote irrespective of the mode and processes of delivery.</p>	<ul style="list-style-type: none"> • District MEL Councils, Regional MEL Councils • IALU • Leadership teams in educational communities • Educators 	<ul style="list-style-type: none"> • Educational communities have clearly integrated the Lasallian educational principles into their curriculum and pedagogical practices. • Lasallians are able to re-interpret the charisma in the light of new demographics and a mission shared by consecrated persons, baptized Christians, people of other faith traditions and the “nones”. • Lasallians make known the <i>“The Criteria of Identity for the Vitality of Lasallian Educational Ministries”</i> to all ministries, adapt it to local contexts, and appropriate it accordingly for implementation and accreditation purposes.
	<p>Ensure sufficient formation programs for learners and educators to adjust to new realities and conditions; e.g. promote distance teaching and learning.</p>	<ul style="list-style-type: none"> • Leadership teams in educational communities • Formation Teams in educational communities • Secretariat of Formation 	<ul style="list-style-type: none"> • The educational communities are better equipped to deliver effective and relevant formation and pedagogical practices in the light of new realities and conditions. • Lasallian formation is available for all who need it at Institute level.

	<p>Foster a culture of collaboration and networking with local governments, other religious congregations and organizations (NGOs) with the same educational purposes.</p>	<ul style="list-style-type: none"> • Leadership teams in educational communities • IALU • Secretariat for Solidarity and Development • District MEL Councils 	<ul style="list-style-type: none"> • The network is functional and beneficial to all educational communities. • Collaboration and networking results in assisting those who are at a disadvantage. • The network is a platform for sharing best practice, for encouraging research on better pedagogical practices, and for providing exchange information to address issues of sustainability. • The network promotes Institute and Regional commitments as the need arises.
	<p>Design educational programs that offer better access for the most vulnerable or disadvantaged.</p>	<ul style="list-style-type: none"> • Visitors and the District Council • Secretariat for Solidarity and Development • Leadership teams in educational ministries 	<ul style="list-style-type: none"> • Disadvantaged educators and learners are able to access educational programs without difficulty. • Educators have integrated <i>“The Criteria of Identity for the Vitality of Lasallian Educational Ministries”</i> and <i>“The Declaration on the Lasallian Educational Mission. Convictions, Challenges and Hope”</i>. • The District takes significant steps towards the creation of educational communities that serve the poor and the peripheries, and ensure their sustainability. • The District organises its educational communities in such a way that those that are self-sufficient actively support other ministries that directly serve the poor.

	<p>Ensure that, in initial formation programs, Brothers are prepared for different models of educational service with particular focus on catechesis, evangelization and faith formation.</p>	<ul style="list-style-type: none"> • Brother Visitor • Brother Directors of Initial Formation • Secretariat for Formation 	<ul style="list-style-type: none"> • Young Brothers entering the school as new teachers will be adequately prepared for, and ready to assist with, new modes of teaching in faith formation in a blended educational environment. • Young Brothers entering the schools as new teachers will be adequately prepared as catechists and be creative in promoting the call to new evangelization.
<p>III. Envisioning Education and Evangelization Beyond the Classroom</p>	<p>Safeguard and promote the Lasallian charism in our educational communities.</p>	<ul style="list-style-type: none"> • Visitors • Leadership teams in educational communities • District Commissions for Pastoral Ministry, Youth and Lasallian vocations • District Formation teams • IALU 	<ul style="list-style-type: none"> • The educational communities become formative spaces for evangelization beyond the physical classroom. • Lasallians are more confident and competent in sharing the Lasallian spirituality and charism. • Lasallians commit themselves to integrate the vocational implications of <i>“From Hope to Commitment: Understanding Lasallian Vocations”</i> (Circular 475) as it applies to educators.

			<ul style="list-style-type: none"> • Lasallian education beyond the classroom is consistent with <i>The Declaration on the Lasallian Educational Mission, Convictions, Challenges and Hopes; and The Criteria of Identity for the Vitality of Lasallian Educational Ministries.</i> • Lasallians have a deepened sense of commitment to association for mission.
	<p>Design flexible learning and formation platforms and pedagogies that support and accompany educators and learners in the “new normal”.</p>	<ul style="list-style-type: none"> • Leadership teams in educational communities • District Commissions for Campus Ministry/Pastoral Ministry on Youth and Lasallian Vocations • Secretariat of Association and Mission 	<ul style="list-style-type: none"> • The educational communities have empowered educators, formators, and learners to be more responsive and relevant to new realities. • Lasallians serve as models and guides to the next generation in providing educational service to the poor. • Lasallians share their educational expertise to those who are in need.

IV. Ensuring a Strong Operational and Financial Future

Review current financial commitments of the Districts and their educational ministries.

- Bursar General and International Economic Council
- Visitors and District Leadership teams
- Leadership teams in educational communities
- District Bursars, Economic Councils.

- The Institute, Region, Districts and their educational communities have the resources to secure long-term viability and a sustainable future.
- The Institute, Region, Districts and their educational communities have greater transparency and accountability in managing and developing financial resources in the service of the Lasallian Mission.
- The Institute, Region, Districts and their educational community take financial decisions in accordance with the directives of the newly revised Economic Directory (to be published).
- The Institute and Lasallian educational communities are animated by mutuality and solidarity.
- The Institute, Region and Districts make information available regarding resources that other networks might access in the service of those in need.

	<p>Establish innovative ways to improve the financial viability of the Districts and educational ministries, especially those serving the most vulnerable.</p>	<ul style="list-style-type: none"> • Bursar General and International Economic Council District Bursars, Economic Councils, and/or Economic Teams • Leadership teams of educational communities 	<ul style="list-style-type: none"> • The Institute, Districts and their educational communities are responsive to the different financial scenarios that may occur in the short and long term. • An increase in the funds for Institute and District projects that directly serve the poor. • The diversification and growth of revenue streams for educational communities.
<p>V. Reimagining the Life of the Brothers²</p>	<p>Encourage the Brothers, both personally and as communities, to reimagine their consecrated and community life, in the light of the Gospel, Church Teachings, and new realities.</p>	<ul style="list-style-type: none"> • Visitor • Brother Directors • Brothers • Superior General and the General Council • Secretariat of Formation 	<ul style="list-style-type: none"> • The Brothers' communities are adaptive and resilient in living the consecrated life. • The District thrives in animating and developing the Lasallian mission. • The Brothers' communities are communities of presence, witness and service. • Evidence of renewed attitudes and behaviors in fraternal, consecrated, and spiritual life.

² A document entitled "Reimagining our Life as Brothers" will be disseminated before the end of 2020.

	<p>Animate and strengthen the pastoral care of Brothers at different life stages.</p>	<ul style="list-style-type: none"> • Visitor • Brother Directors • Brothers • General Councilor responsible for the Region • Secretariat of Formation 	<ul style="list-style-type: none"> • The Brothers, personally and as communities, witness to God's presence and are more mystical and prophetic in a lifestyle based on the Gospel. • Evidence of the values of fraternity, solidarity, justice, peace, and respect for integrity of creation in the life of the Brother. • Community life is thriving with a shared sense of vitality and meaning by all. • The community witnesses to hope, justice, faith and joy.
	<p>Paying attention to what our Partners are saying; what they contribute to conversations about being "together and by association" for the educational service of the poor.</p>	<ul style="list-style-type: none"> • Visitor • Brother Directors • Brothers • Partners 	<ul style="list-style-type: none"> • The life of communion in mission is inclusive and prophetic in building the Church and promoting the Reign of God. • The vow "of association for the service of the poor through education" by the Brothers and the commitment of our Partners to association provoke greater creativity and innovation in community, mission, and spirituality. • Brothers openly dialogue with Partners on the future possibilities of the vow of association. • Brothers share their life and vocation with the Partners.

	<p>Identify and prepare Brothers to accompany young Brothers during this time of transition.</p>	<ul style="list-style-type: none"> • Secretariat of Formation • Visitors • District Formation teams/boards 	<ul style="list-style-type: none"> • There is a sufficient number of Brothers/Formators who are equipped to accompany young Brothers. • There are programs available for Brothers/Formators who can provide formative experiences for young Brothers.
<p>VI. Refocusing Association for Mission</p>	<p>Take advantage of the possibilities of “association for mission” in our educational ministries in the light of the Gospel, Church Teachings, and new realities.</p>	<ul style="list-style-type: none"> • CIAMEL • Regional Mission Councils • District MEL Councils • Leadership teams in educational communities • District Formation teams • Pastoral Ministry of Youth and Lasallian Vocations • Brothers’ communities 	<ul style="list-style-type: none"> • The educational communities are vibrant in living and animating the mission, especially for the poor. • The collaboration between Brothers and Partners results in greater trust and confidence in living their complementary vocations. • Lasallians live life to the full, embrace the charism according to their respective vocations, and welcome the richness and diversity of other religious beliefs and humanistic traditions (R 17.2). • Lasallians live a spirituality of communion and are known for their holiness, inclusivity, mutuality, reciprocity, and co-responsibility. • Lasallians are prophets of a new future. • Lasallians establish creative communities open to new forms of Lasallian spirituality and experiences.

- To the extent that it is possible, Districts entrust competent Partners with responsibility for, and in, District Mission Councils.
- There is evidence of collective and collaborative leadership that enables good decision making and rapid response to contingencies; responsibilities are shared and are beneficial to the District as a whole.
- Lasallians are being creative and innovative in their pastoral ministry of youth and in the promotion of Lasallian vocations.
- Formation programs invite Lasallians to move to a deeper understanding of Association. Pathways are created for all to express their commitment in a way that respects their vocation and resonates authentically with Districts and individuals.

	<p>Review Institute documents in the light of new realities: E.g. <i>From Hope to Commitment: Understanding Lasallian Vocations (Circular 475)</i>; <i>The Declaration on the Lasallian Educational Mission. Convictions, Challenges and Hopes</i>; <i>The Criteria of Identity for the Vitality of Lasallian Educational Ministries</i>.</p>	<ul style="list-style-type: none"> • CIAMEL • Regional Mission Councils • District MEL Councils • Visitor and the District Council • Lasallian educational communities 	<ul style="list-style-type: none"> • The educational communities are more focused and involved in the Lasallian mission. • The members of the Lasallian family are more well-versed and confident of their identity and respective roles as Lasallians. • Lasallians have a prophetic vision of what it means to be a charismatic family where different communities and individuals can find ways to participate in the mission. • Districts have developed a communication and pedagogical plan to promote and disseminate these documents.
<p>VII. Rethinking the Organization of the Institute</p>	<p>Find a balance between what worked before and what is needed for the future.</p>	<ul style="list-style-type: none"> • Brother Superior and the General Council • Secretariats and Services • Visitors and the District Council • CIAMEL • Regional Mission Councils • District MEL Councils 	<ul style="list-style-type: none"> • The different administrative units are resilient and flexible in adapting to the new normal. • The leadership teams are able to anticipate the next stage of the crisis, inspire greater focus and purpose, and invite active participation from Brothers and Partners on the next steps to achieve effective outcomes. • Leadership teams have been able to coordinate with local government, health experts, the Church, etc. in monitoring the implementation of their respective “moving forward” plans.

Review how the leadership roles of CIAMEL, Regional Mission Councils, District MEL Councils or other Mission structures can best be structured to function effectively in the light of new realities.

- CIAMEL
- Regional Mission Councils
- District MEL Councils

- CIAMEL, Regional Mission Councils, and District MEL Councils have significant voice and participation in decision-making processes with regard to Association and Mission.
- CIAMEL, Regional Mission Councils, and District MEL Councils have sufficient resources and time to fulfill their portfolio of responsibilities and projects.
- CIAMEL, Regional Mission Councils, and District MEL Councils have authority to delegate and collaborate when necessary to fulfill their plans and projects.



**Brothers of
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La  Salle



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