

**Communication plan
of the Institute
of the Brothers of the
Christian Schools and
of the Lasallian Family**



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Rome - September 2016

1. Introduction

It is important to remember that we do not communicate to someone but we communicate with someone. Communicating is a necessary instrument in reaching the strategic objectives of every institution. For Lasallians also this is the necessary means for carrying out the 'Lasallian Mission' by means of a style which enables us to relate to persons, establish contacts and generate messages.

From this it arises that the identification of influential public 'persons', or even of possible groups is an indispensable condition for structuring an effective communication.



2. Strategic objectives

The communication plan is an instrument for planning, programming and managing communication actions aimed at carrying out strategic objectives. It serves essentially for translating into communicative action whatever is intended to be carried out and pursued.

With the aim of determining appropriate communicative processes the following are necessary:

1. *Ongoing Formation* with regard to communicative resources, modalities and.
2. *Planning* in order to reach the drawing up of the plan.
3. *Implementation*, for the concrete carrying out and managing of the plan.
4. *Evaluation*, or the verification of the results obtained, of the impact and the effects generated both in the internal and external context of the organisation and of the eventual discrepancies between these and the planned objectives.
5. *Development* (cooperative synergy) to grow the sense of community and belonging between all the internal realities of the Institute and towards the exterior, with a view to producing information.

Other objectives to be defined are:

- “*Notoriety*” - which means making oneself known;
- “*Image*” - which means making oneself loved;
- “*Comportment*” - to stimulate interlocutors to act.

Furthermore, it is necessary to decide the “target” to be reached, responding with clarity to the following questions:

- our possible interlocutors? Who should we contact? Who are our possible interlocutors? How many are they?

In the end, it is good to remember that no strategy can survive without



a stable motivation, a vision, a common project and a proper execution. Communication is not solely a means of producing messages which we wish our interlocutors to receive. It is necessary to understand the other, knowing his objectives, social contexts, values and culture.

Specifically, to put all this into action we must:

1. Create an environment and mechanisms of communication which promote continuous interaction between the different departments and services of the Institute....for example by means of a timely photographic and textual documentation of the journeys or meetings of the various Secretariats and works groups with a view to creating an institutional culture through which to regulate all the internal and external relations.
2. Protect, reinforce and promote the public Lasallian image, taking into account the diverse regions, sectors, provinces and cultural diversity.
3. “*Go out to the suburbs*” as proposed by Pope Francis and the Document of the 45th General Chapter (Circular 469, § 1.16) putting into action and highlighting projects already in development or barely started in the territory of Italy as well as in foreign countries and inter-congregational projects, all to be promoted by means of news, photos and concrete testimonies, truer and closer to the common understanding.
4. Have periodic meetings with professionals and experts in the area of communications (religious but not only religious) still to be evaluated and established and to be specified in the strategic plan which will be presented at least once a year, which will help us to improve our work and to open ourselves up to new stimuli and challenges, considering the rapid and always changing developments which communication imposes on us. It is necessary also, to organise workshops and formation courses for those who run the Communication Service (more directly involved in the process of updating in the new communication options) but also for the Brothers of the Institute if deemed necessary.

3. Communicative style

The 43rd General Chapter recognised the importance of communications within the Institute:

- Encouraging Lasallians to study new and modern means of communication;
- Carrying out a communications policy which makes possible the sharing of experience in the various sectors of the Institute and which also promotes towards the outside the essential guidelines of the Lasallian Mission and as product at the level of publications;
- Continuing to make use of new technologies making them accessible to all for the benefit of the Institute.

The 44th Chapter continued in the same direction emphasising the fact that communication should proceed between the Centre of the Institute and the various Regions and vice-versa and that access to information be given above all to the most disadvantaged reality, the poor.

In the documentation of the 45th General Chapter three important elements emerge:

1. The style of community life and of common community prayer seems “to not attract any longer the youth of today” leading to a sort of crisis in the manner of approaching vocations (Circ. 469, proposition 21; § 4.9).



2. Learning how to use in an opportune manner the means of mass communication would allow us to reach the world of the young in a better and more effective way and thus providing a possible response in promoting a culture of vocations (Circ. 470, strategy 2.5 and 3.2) a theme which is in the development and activation phase in the work group on the pastoral ministry of vocations).

Support in the communication process is also necessary in:

3. Being able to create a strategic network for association at all levels in the Institute (Circ. 469, proposition 6).
4. Being able to respond in a more efficient way to the needs of the educational service of the poor by means of CIAMEL in directing and animating the Lasallian Education Mission, as requested by previous Chapters and Assemblies (Circ.469, CIAMEL: Propositions 11, 12; § 3.4).
5. Being able to update the Guide for Formation (Circ. 469, proposition 31. § 5.16).
6. Being able to improve and reinforce the resources for a qualitatively elevated formation and accompanying (Cir. 469, propositions 28, 30, 32; and § 5.21/7 and also Circ. 470, strategy 4.1, 4.3).
7. Being able to have the Govt. of the Institute at the service of the vitality of the Institute (Circ. 469, 6.7, 6.9).
8. Being able to collaborate with the Service of Lasallian Research and Resources (Circ. 470, objective 1).

4. General criteria

1. Premise

There exist at least 4 different communicative styles:

- the *educational style*: the communicating source is placed in an authoritative position on the themes being dealt with and thus we individualize communicative styles and actions which allow us to instruct the person(s) aimed at with regard to the content of the message;
- the *informative style*: the communicating source is put in a neutral position either in regard to the person(s) aimed at or the content of the message and the prefixed objective is only that of carrying useful information, notices and data;
- the *entertainment style*: the communicating source proposes to arouse emotions in the person aimed at and is characterized by the smile, familiarity and lightness;
- the *mixed style*: a style arising from a combination of the previous styles.

2. Policy lines

The communications policy of the Institute seen as an essential for the Lasallian Mission of the 21st Century (Circ. 469, 3.28, 3.29 and 3.30; Circ.469, proposition 20) is at the service of the fundamental objectives expressed in its General Chapters, MEL Assemblies, the Circulars of the Superior General and his council which establish an opportune manner of understanding the education mission.

The communications policy is also subordinated to the Mission of the Institute, operating in order to reach the objectives which the sovereign organs establish from time to time. The operative co-ordinating of the entire communicative system and of its being put into action, in regard to the established guidelines, is the direct responsibility of the General Council. The latter has, for example, already established guiding themes and sub-themes to be developed in the seven years of its own mandate up to 2021.

The Communications Service collaborates with the General Council and with the other Services and Secretariats to put into action the approved strategies and to guarantee an effective intercommunication between the

parts, by means of a periodic account of its own operation to the General Council (Circ.470, chap.4, section E, Circ.470, strategy 2.7).

The Regions and the Districts also arrange for activating their own communicative service to the advantage of the common Lasallian Mission, planning, following up and evaluating the material to be diffused.

3. Managing communications

Communications are developed at both internal and external levels.

With internal relations it is necessary to:

1. Be constantly involved in building a community of persons with a common vision, spirit and project planning.
2. Present the Mother House as the nucleus welcoming presence.
3. Promote initiatives which favour the exchange of experiences (which are possibly always documented).
4. Have frequent meetings within and among the groups which favour the sense of belonging and the common desire to work well 'with' and 'for'.

With external and necessary relations:

1. Looking after public relations.
2. Looking after the institutional public image of the Mother House: protect it, reinforce it and favour it.
3. Promoting the knowledge of what is being done in the Congregation outside the sole Lasallian reality by means of the printed press and the publication of notices and initiatives, when these are considered very important and noteworthy, on channels which are not solely those of the Institute itself, such as, to give a few examples, 'Vidimus Dominum' or AgenSir (Agenzia Servizio Informativo Religioso).
4. Using all possible spaces for entering the world of the media, having contact, for example, with "The National Catholic Reporter" (independent paper of a religious nature, published twice a week).



5. Seeking to participate in events and meetings outside the Institute, within the area of communications which have some connection with the world of education.



All the activities, formation and meetings organized within the Mother House will always be promoted and reported by means of photographic documentation and dedicated notices, because:

When informing it is necessary:

1. To be coherent with lines of policy and with the communications criteria adopted by the Congregation.
2. To empower the exchange of notices and of experiences in such a way as to increase the sense of unity and belonging to the Lasallian Family.

When informing it is indispensable:

1. To have a suitable communications plan and then to follow up on this.
2. To favour an ambiance of communication.
3. To create mechanisms of communication (thus a communicative protocol and style).
4. To protect, fortify and promote the visibility of the public Lasallian image, both internally and externally.

5. The dimensions of the communicative action

1. Internal communication

The main objective of our internal communication consists in involving all its members as far as possible in the Lasallian project in order to determine the needs of the institutional communications.

With this aim we will need to optimize the circulation of information coming from the Generalate and from the other Districts and Regions.

The Internet, for example, constitutes a great potential for an institution like La Salle. It is the instrument for data diffusion most used by young people and is growing continuously and rapidly. It provides for interaction, has almost limitless creative potential and amplifies the messages linked to the institutional image. It allows for the monitoring in real time of events and information and thus gives an opportunity to react to them rapidly.

a. Applications of Google



All the applications of Google Apps are based on the Web with no need for hardware or software, requiring a minimum of administration and maintenance. They are without limitations of access with the objective of ensuring a functioning without interruption and allowing for a large availability of data. To guarantee availability in case of technical incidents, Google Apps

data are replicated on more systems and updates are carried out regularly.

The Institute has adopted the following Google applications:

- Google Mail
- Google Hangout for video conferences
- Google Calendar for putting into a diary all the meetings programmed for the Mother House as well as those in the Regions and Districts.

For the Secretariat for Lasallian Research and Resources we are also experimenting with the didactic platform called Moodle, used for e-learning which allows teachers to create courses at distance and in areas of interaction (forum, chat, online exercises, tests, quizzes) and to share didactic materials with the students.



Also Mahara as an electronic portfolio would allow for the creation of a learning community online. We are taking into consideration its applicability for the Institute.

b. The Social Networks

Some social networks used by the Institute up to now will be removed. Specifically:

- a. Picasa, containing cliparts and images of saints will converge on *Pinterest*;
- b. *Vimeo* will be removed because we have not downloaded video material from this for some time and because we are also using Youtube;
- c. Google+ will in its turn be removed.



Every link, article or image 'posted' and shared must always be accompanied by a brief introduction to encourage people to read it. Merely attaching it to another page must be avoided.

From May 2nd 2016, the previous written

communication, the 4 language sections of the page 'Institute of the Brothers of the Christian Schools – La Salle' (in English, French, Spanish and Italian) which in general merely repeat the same news as on the main page (LaSalle.org), and which up to now have received over 6,000 'I like', will be removed.

There has also been opened an 'institutional' profile, Lasalle Generalate (Communications and Technology) which corresponds to the position of the Director of Communications of the Institute (Service of Communications and Technology). This will be used to present events in progress or to be follo-

wed within the Mother House, to introduce news inserted in the web page or 'posted' in the Facebook profile 'LaSalle.org', to encourage consultation of the various sections present in the site with a view to 'animating' it.

Twitter and Snapchat which are very close to the world of youth will also be used.

c. The Web Page

The Web Page needs continuous development and attention under various aspects: design, navigability, interactivity and accessibility.

The Web site www.lasalle.org recently revised and modified, tries to respond to all the requests and expectations of the Lasallian Family and collects

a large quantity of information and news coming from the Institute as well as from the Regions and Districts where its diffusion is coordinated by those in charge of communications.

At present we are trying to 'optimize' the navigability of the home page and of the various sections of the site.



c.1 Policy line of the social networks and the web page

Beyond the sharing of information coming from the Regions, Districts and Lasallian schools, it would be opportune for the Generalate to participate duly and actively in the spreading of information about all the institutional activities within its own competence, selecting those held to be of major interest. Such reciprocity would certainly improve the links between the diverse forms of reality of the great Lasallian Family.

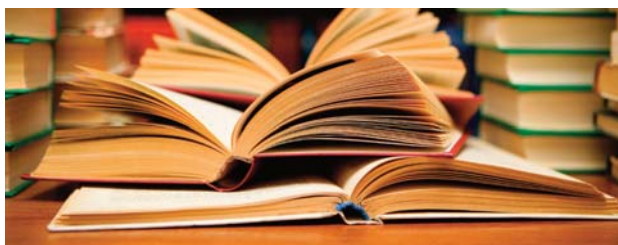
d. The Publications

In the questionnaire promoted last year on the knowledge of the various publications produced by the Institute, the General Council and the five Regions expressed themselves manifesting a general appreciation of the material and themes treated both in regard to reviews of a more widespread nature and essays, circulars and pastoral letters.

Later we will examine solely reviews of a more widespread nature produced by the Institute.

d.1 Intercom

The publication is every four months. Considering the good outcome and feedback coming from this publication it is proposed to continue with three issues a year, choosing a theme to be



developed with articles related to this (e.g. Intercom N° 147, the theme of “commodification”), plus an informative section on activities or news of the Institute. The possibility of changing the editorial format will be evaluated. For the moment it has been decided to adopt, starting out from N° 147, a thicker cover and four more pages of text.

Nevertheless it must be mentioned that the deadline for the submission of the material which makes up each issue, seems to be rarely respected. The Director of Communications will need to sensitize everybody more towards a more respectful collaboration which allows for receiving in due time the testimonies on the theme chosen for each publication.

d.2 The Bulletin

The last two editions published seem to be really well structured both from the point of view of graphics and content.

Possibility of publishing this review at least twice a year. One under the leadership of the General Council and the second under the direction of the secretariats of the Generalate. Through this we could amplify the central idea and main theme of Lasallian reflections, year by year, up to 2021.

d.3 Lasallian Reflections

Up to 2021 the main theme of Lasallian Reflections is: “Towards the year 2021: Living together our glorious mission.” This joy is being transmitted and well communicated.

Unlike the previous year in which the diffusion and promotion of the reflection for 2014-2015 (A Gospel Adventure) was carried out in the different Districts with a notable delay in regard to the beginning of the scholastic year, this year in March 2016 the original English text has already been translated into French and Spanish.

In addition we have already made provision for sending to all the Visitors and Secretaries in PDF format the booklet containing the Lasallian reflections so that they can have a look at it before printed copies are sent out, based on the quantity of copies requested from the Institute.

Simultaneously to the sending out of printed copies and to encourage the public to read the text and to obtain answers and reactions to the questions within the reflection itself, promoted and looked after by the Institute, the following will be provided:

1. The creating and putting online of a promotional video in English probably by September 2016.
2. The timely sending of Lasallian Reflections first by email, as mentioned above, and then in printed form, with anticipation with regard to the start of school activities in each District.



3. An opportune promotion and ‘sponsoring’ of the reflection by sending a printed communication to various journalistic publications such as, for example, the already mentioned ‘Vidimus Dominum’. With the latter being an inter-congregational information channel, the visibility of the news would be extended beyond the confines of the Lasallian Institute.
4. The promotion of the same also through the social networks used by the Institute: *Facebook*, *Twitter*, *YouTube*.
5. The presentation of Lasallian Reflections on the Institute Web site, creating an ad hoc section (a banner) to give greater emphasis to this initiative.
6. The creation of a digital signature of all the members of the Institute with the logo of the image of the cover chosen for the reflection for the academic year 2016-2017.

2. External communication

External Communication is one of the aspects which connote organised communication and is usually used to dialogue directly with all the interlocutors external to the company/organisation or more generically with potential users through actions of mass communication.

External communication goes to users, other bodies, companies or associations, contributes towards building the perception of the quality of the service and constitutes a permanent listening channel and verifies the level of satisfaction of the user, so as to allow the organisation to adjust the service offered from time to time.

Objectives:



- to make known the services and projects of the entity;
- to know and take notice of the expectations and thus become more pleasing to the user;
- to improve the efficacy and efficiency of the serviced;
- to perform actions of sensitizing.

In regard to the capacity and possibility of developing a suitable policy of external communication and

simultaneously to present a communication plan, to update at least once every seven years with a view to being better operated and efficient, we will also draw up a Strategic Plan of Integrated Communication (SPIC) in which will be indicated the priorities and strategies of each work group and secretariat within the Generalate.

The communications will be opportunely promoted when the communicating competences of individuals and institutions are improved. In this respect and preferably before the end of 2016, each secretariat and work group ought to develop its own strategic annual plan and its own SWOT analysis, the well-known qualitative analysis based on:

- **S**trengths
- **W**eaknesses
- **O**pportunities
- **T**hreats

To make this possible, the Director of Communications for the Institute see to providing the material on which to base the above mentioned work of analysis, sending it in due time to each coordinating secretariat.

Each Secretariat will then have the task of reflecting on the work of internal communication conducted up to now and thinking about how to better communicate and promote their own projects and initiatives to external bodies.



Since the Service of Communications and Technology also functions as a support in the process of external communication, it is fundamental that each Secretariat transmit in time its own requests and projects to allow for the Service itself to evaluate the ‘how’, the timing and the feasibility of each. It is important to make clear that the department of Communications and Technology structures and predisposes an ‘*ad hoc*’ service for each one but that each Secretariat looks after the care and maintenance of the same.

Besides, with a view to greatly promoting the activities of the Institute and in order to document the meetings which the coordinators of the various Secretariats also organize outside the Generalate, they should produce, on returning from journeys and meetings, a brief and detailed news item, not longer than a page, accompanied by photographic material in high resolution (JPG), which can be inserted into the Institute site and in the social apps so as to inform as to what took place or is in progress.

a. The Director of Communications

The main objective of external communications is that of creating public relations, whose aim is to verify that the institution has a positive image and that this is recognisable in society, stabilising permanent relations with the public.

The Director of Communications in his capacity as head of communications in an enterprise, coordinates and manages its public relations and builds and sustains its public image. He writes and sends printed communications and manages all the internal and external communications of the enterprise.

It is necessary that this person maintain constant and periodic relations:



1. With the Regional Councillors in the first place.

2. Then with the coordinators in charge of each secretariat within the Institute in order to verify the work carried out together with the Service of Communications and Technology and to plan and think about activating other possible projects.

3. Also with those in charge of communications at Regional and/or District level. The ideal would be to be able to assess the situation at least once a year in the Mother House.

3. Institutional communications

Institutional communication is the activity through which an enterprise deliberately sends out a message with the intention of saying to the public what it is and what it does. This process is defined through two elements:

- a) *Institutional identity*: the essence of the institute itself expressed through its presence, its activity and its reports.
- b) *Visual Identity*: the logo, typographical activity and colour code.

a. Press office, printed communications and communications in time of crisis

a.1. Press office

This has the function of spreading as extensively as possible the key messages of an institution and of its operations. To obtain effective communication through the press office it is necessary to know how the mass media work and what they want to know.

The principal objectives of the press office are:

- To obtain the greatest possible constant visibility aimed at the media;

- To certify the credibility of the messages sent out by the enterprise;
- To be the means of sending out complex messages for which advertising is inadequate;
- To create a continual flow of information;
- To attract the interest of journalists;
- To create a positive image of the enterprise;
- To anticipate and resolve situations which are dangerous and damaging for the enterprise (thus crisis communications);
- To accredit its own enterprise as an interesting source for specific themes (in this case education).

All information is subordinate to “the principle of the primacy of information”. This is based on the awareness that if there is something to be said it will be explained why it is being said since this will make it more interesting. The more you follow this criteria the more you will have a good possibility that the media will publish it and will give echo to the information sent out by an institution.

a.2 Press communications

This is a written article through which a message which we consider relevant and of interest for our institutional reality is sent to the media.

In providing a press communication it is necessary that:

1. It should be short.
2. The news be given immediately without lengthening it with various preambles.
3. That included in it should be rapid contact information.
4. That relations should be maintained with journalists belonging to one's own area of interest (in this case the religious area) and that we should always be available so that they will be interested in us.

It is necessary and opportune to draw up press communications and forward informative material relative to activity carried out within the Institute to information channels such as *Vidimus Dominum* (UISG/USG) as



we have repeated several times. This channel is, up to now, the one most used by Religious Institutions to spread their own news.

In its turn, The National Catholic Reporter could be an excellent contact for obtaining some interviews with the journalists in the Roman office of this review (see above 'Lines of policy').

Let us not forget that in furnishing news, whether in our own site or outside it, it is necessary to make it immediately interesting by evaluating:

1. What makes it 'human'.
2. What makes it interesting for whoever thinks it worth the trouble of publishing it.

a.3 Communications in time of crisis

The real risk in a crisis is doing nothing. Communication in time of crisis has the function of foreseeing possible damage which could arise in an institution and anticipating solutions to an occurring incident. The ultimate aim of a communication of this type is to defend the public image of an enterprise before public opinion.

Brevity, authoritativeness, clarity and loyalty are the bases also necessary for a communication in time of crisis, which can be determined by conditions such as:

- Social or health conflicts
- Legal conflicts
- Personal conflicts
- Economic or management conflicts
- Conflicts in the education system

It is necessary to have a spokesperson chosen by the Institute (which normally, in the case of Religious Congregations, would be the Secretary General), through whom by means of a brief communiqué and with the help of a crisis committee (to be appointed as soon as possible) we make ourselves available to the press and follow the news during the eventual crisis and in its phase of resolution. It is not planned that the spokesperson should have a special formation or other particular requisites other than the confidence and credibility of the institution he represents.

b. The importance of the common brand

Within the area of institutional communication the main objective is that of promoting and 'selling' the image of an institution. Marketing is in general a form of direct communication and is orientated towards satisfying needs and demands through processes of creation and exchange of product

and values. It is the art and science of individualising, creating and providing value to satisfy the demands of a reference market, achieving a profit.

For an institute like La Salle the profit consists in nourishing values, emotions and experiences to achieve the basic concept of being 'proud of Lasallian values, 'proud of being Lasallians'.

The corporate brand at global level is, without doubt, a key element which nourishes the union and cohesion of all the internal reality:

1. Because it reinforces the universal message.
2. Because it increases the sense of belonging to a global network.
3. Because it allows us to have a greater media impact reinforced precisely by the existence of a unique brand.
4. Because it opens the way to new opportunities such as, for example, the possibility of events, conferences or congresses by means of a common denominator.

In an optic of mission and in accordance with the communications policy of the above mentioned visual identity, the graphic norms collected together in the '*Manual for the corporate image*' should be respected. All the Lasallian departments and entities will use the logo and the modalities indicated in the manual. Among the objectives of the communication groups of the Regions and Districts will be that of supervising the correct use of these graphic norms (*Guide for the development of a communications plan*).

This premise seems (to imply) that the greater part of the 38 Districts involved in the test should adhere to the guidelines presented in the 'Manual of the corporate image' adopting the common brand. In



accordance with the survey carried out through 'In, Out(side) Agency' in February 2013, about 30% had favourably received the common logo, 2% were at the time adjusting to the guidelines, 24% had not replied to the request to adopt the common logo promoted by the Generalate and 21% were at the stage of activating the brand.

In addition to the test carried out, the request was made twice: first by the sending of an email from the communications office at the end of the established deadline and in the second case through a telephone/email contact on the part of Br. Alberto Gomez, the Councilor in charge of the Communications Service.

'The corporate brand is the fruit of a decision taken at the General Chapter of 2007 and is still a long process which has not seen its full achievement in a short time. It will take some time before the new brand will be as recognisable as *SIGNUM FIDEI*, but must some day see its full achievement, because the step of opening and innovation which the Brothers have accomplished in the choice of using a symbol which also includes lay Lasallians is too big a gesture for it not to be understood by the lay persons themselves' (*The Corporate Brand- Investigation and Results-Conclusions*).

It would be opportune at this point to once again ask for the adoption of the identifying logo, bringing forward the study of an ad hoc promotional campaign, which aims at the acceptance of the same within a period not longer than two years.

APPENDIX

About what is above listed for the years immediately to come, there follows a summary of the essential points to be put into action as soon as possible on the basis of the communications plan in question.

On the basis of the study carried out in 2012/2013 through the 'In, Out(side) Communications Agency' the following critical issues to be overcome have emerged:

- The impossibility of verifying with certainty the outcome of the communication sent from the Mother House to the Regions;
- The lack of communication at various levels of the organisation of the service of communications;
- The lack of information actions from the bottom towards the top;
- Changes of charges within the service of communications which cause a dispersal of contacts and difficulty in maintaining a balance in the processes from a point of view of continuity with respect to continuity in the orientations;
- Also in the presence of Guidelines to make the adoption of the Brand uniform, there are cases (see France) in which the customization does not respond fully to the characteristics indicated in the shared guide;
- There is a lack of a spirit of sharing in the activities carried out within the Institute;
- There is a lack of a spirit of making the best cases emerge;
- There is difficulty in maintaining contact with the periphery, a lack of a strategy;
- For the management of coordination of activities which take place at a central level, in the Mother House, language differences and time zones, represent a chain which, at times, limits communication.

On the basis of the critical issues picked out on the flow and type of information to be moved from and to the Institute in relation to Regions and Districts, the necessity is seen of starting a process of relational communications between the Mother House and the subjects of the network, which are:

1. solid

2. continuous
3. stimulating
4. Demanding involvement

Para obtener mejores resultados desde el punto de vista comunicativo en el próximo futuro es deseable:

1. To adopt as soon as possible the corporate brand as an identifying symbol which generates community and unity of vision and intentions..
2. To improve communication in its various applications: internal, external and institutional, with a view to a better spreading of the sense of the Lasallian Mission and to start a policy of inter-congregational links which is today absolutely necessary and uniting.
3. To allow for the following of courses of professional formation above all for the personnel of the Service of Communication and Technology who are more directly involved in communicative and promotional dynamics. The Brothers in general could be involved in *ad hoc* workshops and sessions.
4. To adhere to a more journalistic policy by sending external printed communications in order to better spread the news of the activities of the Institute and also promote it beyond the borders of the Institute.
5. To establish greater contacts between those in charge of communications in the different Districts with a regular updating of data in order to maintain contacts which are always valid.
6. To create as soon as possible an editorial team which evaluates and selects the material to be published in the Institute publications.
7. To create a suitable team for possible times of crisis, which will take on the responsibility of informing the external public about a condition of possible institutional disadvantage (Cf. Here::a3).

Suggestions from the Service of Communications and Technology for themes for future publications of the Bulletin

The following themes are purely suggestions for which the Service of Communications does not have decisional responsibility:

1. The dynamics of mercy.
2. The service of the Lasallian universities and secondary education. Joint projects.
3. Itineraries of accompanying for the Lasallian educator.
4. Education innovations and fidelity to tradition.
5. La presencia de Dios.
6. Evangelisation: the future challenge.
7. Multi-religion in the Lasallian school.
8. Is it the time for women in the Lasallian Mission?
9. In the Lasallian school there is a place for everybody.
10. The sower goes out to sow: the pastoral mission of vocations.
11. Lasallians: a frontier charism.
12. Testimonies of Lasallian sanctity: the anonymous saints.
13. Rediscovering the Founder: progress in Lasallian research.

Theme 2018 – 2019: Our Hearts Are Burning Within Us		
September 2018		
October 2018		
November 2018	154: Being Brother Today	
December 2018		
January 2019		
February 2019		
March 2019	155: Being Lasallian Today	259: Report GC Past. Visit RELAL
April 2019		
May 2019		
June 2019	156: Formation Experiences	5: Great Things Are Possible
July 2019		
August 2019		
September 2019		

MEMENTO		News General Council (Bob)
	Revista Digital	Boletín Vocaciones - 5
	Publication 3: Evangelización y cate-	
		News General Council (Tim)
Statistics of the Institute UPDATED and MEMENTO		Boletín Vocaciones - 6
	Revista Digital	
	Memoria e itine- rarios lasalianos	News General Council (Aidan)

Theme 2019 - 2020: Great Things Are Possible			
September 2019			
October 2019			
November 2019	157: Tertiary Education		
December 2019		"tbd"	
January 2020			
February 2020			
March 2020	158: Lasallian Researchers		
April 2020		260: Report GC Past. Visit RELAN	
May 2020		6: Our Vision. Our Passion. Our	
June 2020	159: Inter-religious Dialogue		
July 2020			
August 2020			
September 2020			
October 2020			
November 2020			
December 2020			
January 2021			
February 2021			
March 2021			
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		MEMENTO		News General Council (Gusta) Boletín Vocaciones - 7
		Revista Digital		
		Publication 4: Ciudadanía y defensa	Statistics of the Institute UPDATED and MEMENTO	News General Council (Jorge) Boletín Vocaciones - 8
		Revista Digital		News General Council (Paulo)

Theme 2020 - 2021: Our Vision. Our Passion. Our Future

September 2020
October 2020
November 2020
December 2020
January 2021
February 2021
March 2021
April 2021
May 2021
June 2021
July 2021
August 2021

160: Dreaming our future

161: Passionate about The
162: tbd

"tbd"
Report of Superior General

MEMENTO

Revista Digital

Statistics of the Institute UPDATED and MEMENTO

Revista Digital

261: 46th Chapter

News General Council (Pierre)
Boletín Vocaciones - 9

News General Council (Rafa)
Boletín Vocaciones - 10

*BULLETIN: Dos al año: Uno preparado por el CG sobre cada Región. Otro por Secretariados. Temas posibles para SECRETARIADOS: 1. Multiculturalidad y plurireligiosidad en la escuela, 2. Mártires lasalianos modernos, 3. Voluntarios, 4. Formación Lasaliana, 5. Innovación, 6. Realidad intercultural y progreso, 7. Escenarios...

*CIAMEL: Declaration of Lasallian Pedagogy; possibly a "new" MEL-style Booklet series, etc.

*Secretariat for Formation: See Doc. *SF-15-04* "Updating of the Guide for Formation of the Brothers." May 30th, 2015

*Research & Resources: See Doc. *LR 001 esp - draft 3* "INVESTIGACIÓN LASALIANA 2015-2021. Documento base. Abril 2015; Doc *LR 002 eng - draft 1* "Renewal Project of Lasallian Iconography." May 25, 2015

*Secretary General: Statistics, Memento, governance documents: Financial Guidelines, Directories, Manuals, etc.

*ICYL "Lumen," regular news items on the web page, etc.