

## MISSION ASSEMBLY REPORT 2018

**SUNDAY 15 APRIL 2018 - TUESDAY 17 APRIL 2018** 

THE HERMITAGE, MITTAGONG



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## MISSION ASSEMBLY PRAYER

God of providence and love,

We come before in you in faith, hope and charity.

Send down your Holy Spirit upon our Mission Assembly to inspire and guide all present to be instruments of Your grace, goodness and hope.

Following the inspiration of St John Baptist de La Salle, we ask you to bless the District of Australia, New Zealand, Pakistan and Papua New Guinea in touching the hearts of the young people entrusted to us.

Like the disciples on the Emmaus journey, help us to discover new insights and call us to action this love through partnership and association for our District.

We consecrate ourselves to the work and ministry of the Lasallian mission to better the lives of others. Help us discern our future together to bring education and new opportunities to all young people, including those who are marginalised and forgotten in our society.

We ask this through the intercession of Mary, our guiding star – and through St Joseph, the patron Saint of the Institute.

We make this prayer in Christ's name - Amen!



#### MISSION ASSEMBLY PROGRAM

CHAIR: MS TRACY ADAMS FACILITATOR: MR CHRIS BARRETT

#### **DAY ONE - SUNDAY, 15 APRIL**

**WELCOME** - Br David Hawke & Tracy Adams

**PRAYER** - Br Lewis Harwood

**OVERVIEW OF THE GOALS OF THE ASSEMBLY** - Tracy Adams

KEYNOTE ADDRESS - Br Ricky Laguda

Vitality of the Lasallian Mission Internationally

#### PERFORMANCE OF THE CURRENT STRATEGIC PLAN - REVIEW / LOOKING BACK

Strategic Plan Focus Areas - Impact and Adequacy

FOCUS AREA 1: ASSOCIATION FOR MISSION - Merv McCormack

FOCUS AREA 2: COMMUNITY LIFE - Br Lewis Harwood & Br Thomas Yapo

FOCUS AREA 3: FORMATION - Br John Cantwell & Amanda Proulx

FOCUS AREA 4: YOUTH ENGAGEMENT - Young Lasallians Team

FOCUS AREA 5: FINANCE AND RESOURCES - Peter Cartwright

OVERVIEW OF WHAT HAS BEEN ACHIEVED & GAPS IDENTIFIED - Tracy Adams

#### **DAY TWO - MONDAY, 16 APRIL**

**CURRENT REALITIES:** "The Environmental Context in which we are working"

PAPUA NEW GUINEA - Dagia Aka

PAKISTAN - Br Shahzad Gill

**NEW ZEALAND** - Kane Raukura

AUSTRALIA - Michael Egan

#### **TABLE DISCUSSION AND FEEDBACK -**

What we cannot lose sight of as we move towards a new Strategic Plan

#### **ENGAGING WITH THE DRAFT STRATEGIC PLAN**

#### STRATEGIC PRIORITY 1 - FIDELITY TO MISSION

**STRATEGIC PRIORITY 2 - FORMATION** 

STRATEGIC PRIORITY 3 - VIABILITY AND SUSTAINABILITY

#### **DAY THREE - TUESDAY, 17 APRIL**

#### **CHECK IN - REFLECTIONS ON YESTERDAY & OBJECTIVES FOR TODAY**

BR VISITOR'S ADDRESS - Br David Hawke

Seizing the Moment - Key District Risks, Challenges & Opportunities

#### STRATEGIC PRIORITY 4 - GOVERNANCE & LEADERSHIP

STRATEGIC PRIORITY 5 - BROTHERS TODAY

**ASSEMBLY OUTCOMES - WHAT WE HAVE HEARD** - Tracy Adams

#### IMPLEMENTING THE DISTRICT STRATEGIC PLAN

**OPEN FORUM -QUESTION AND ANSWER** 

FINAL REFLECTIONS - Br David Hawke and Mr Merv McCormack

**CONCLUSION AND ASSEMBLY CLOSURE** - Tracy Adams

(From left to right) - Br John Cantwell, Mr Michael Ucci, Mr Peter Cartwright, Mr Dougia Aka, Mrs Theckla Akonera, Mr Kane Raukura & Br Tim Peter.





## **ATTENDANCE LIST**

	BROTHERS:	ROLE DESCRIPTION:
1.	RICKY LAGUDA	GENERAL COUNCILLOR, PARC
2.	DAVID HAWKE	BR VISITOR
3.	JOHN CANTWELL	DISTRICT COUNCIL; DIRECTOR, FORMATION
4.	PACO CHIVA	SECRETARY FOR ASSOCIATION AND MISSION
5.	GARRY COYTE	DISTRICT COUNCIL; LEADERSHIP DEVELOPMENT OFFICER
6.	ZAFAR DAUD	PRINCIPAL, ST ALBERT'S CATECHIST TRAINING CENTRE, PAKISTAN
7.	SHAHZAD GILL	AUXILIARY VISITOR; SECTOR COORDINATOR, PAKISTAN
8.	CHRIS GORRINGE	AUXILIARY VISITOR; CHAIR, LASALLIAN MISSION COUNCIL
9.	LEWIS HARWOOD	SECTOR DIRECTOR VOCATIONS, NZ
10.	PATRICK LYNCH	DIRECTOR, LASALLIAN MISSION COUNCIL; SECTOR COORDINATOR NZ
11.	AMBROSE PAYNE	PROFESSIONAL STANDARDS OFFICER
12.	TIMOTHY PETER	DISTRICT COUNCIL
13.	THOMAS YAPO	DEPUTY PRINCIPAL, DE LA SALLE, BOMANA, PNG

	LAY PARTNERS:	ROLE DESCRIPTION:
14.	TRACY ADAMS	LASALLIAN MISSION COUNCIL DIRECTOR; CHAIR OF MAPC; CEO YOURTOWN
<b>15</b> .	DAGIA AKA	YOUTH MINISTER, PNG
16.	THECKLA AKONERA	PRINCIPAL, SACRED HEART TEACHERS' COLLEGE, PNG
<b>17</b> .	JULIE ALIBRANDI	OPERATIONS MANAGER, LASALLIAN MISSION COUNCIL
18.	CHIRS BARRETT	MISSION ASSEMBLY FACILITATOR
19.	BRENDAN BOURKE	HEAD OF CLIENT SERVICES, YOURTOWN
20.	CHRISTINA BREDA	TEACHER, LA SALLE CATHOLIC COLLEGE, BANKSTOWN
21.	ANTHONY BRINKLEY	BOARD CHAIR, ST BEDE'S COLLEGE, MENTONE
22.	PETER CARTWRIGHT	DIRECTOR OF FINANCE; COMPANY SECRETARY, LASALLIAN MISSION COUNCIL
23.	MARTIN CHAMBERLAIN	PRINCIPAL, FRANCIS DOUGLAS MEMORIAL COLLEGE, NEW PLYMOUTH

	LAY PARTNERS:	ROLE DESCRIPTION:
24.	MIRANDA CHOW	CEO, LASALLIAN FOUNDATION
25.	ANN CORCORAN	LASALLIAN MISSION COUNCIL BOARD DIRECTOR
26.	MARCELA CUEVAS	COMMUNICATIONS MANAGER
27.	SR EILEEN DAFFY	BOARD DIRECTOR, LASALLIAN FOUNDATION
28.	MARIA DORRINGTON	BOARD CHAIR, ST MICHAEL'S COLLEGE, ADELAIDE
29.	PHILIPPE DULAWAN	YOUTH MINISTRY COORDINATOR, LASALLIAN MISSION SERVICES
30.	MICHAEL EGAN	DIRECTOR, LASALLIAN MISSION COUNCIL; PRINCIPAL, LA SALLE CATHOLIC COLLEGE, BANKSTOWN; CHAIR, AUSMAC
31.	JOHN FINN	PRINCIPAL, ST BEDE'S COLLEGE, MENTONE
32.	JOHN FOLEY	PRINCIPAL, ST MICHAEL'S COLLEGE, ADELAIDE
33.	CHRIS GOODMAN	DIRECTOR, MISSION AND IDENTITY, OAKHILL COLLEGE
34.	RIA GREENE	DEPUTY PRINCIPAL, ST BEDE'S COLLEGE, MENTONE
35.	BRETT HORTON	PRINCIPAL, SOUTHERN CROSS CATHOLIC COLLEGE, SCARBOROUGH
36.	PETER HOULIHAN	PRINCIPAL, DE LA SALLE COLLEGE, MALVERN
37.	GERRY LAMBERT	BOARD CHAIR, YOURTOWN
38.	ANNA MACE	DIRECTOR RELIGIOUS STUDIES, FRANCIS DOUGLAS MEMORIAL COLLEGE, NZ
39.	ADRIAN MARTINO	PRINCIPAL, ST MICHAEL'S COLLEGE, ADELAIDE
40.	KATE MASON	EXECUTIVE ASSISTANT, BR VISITOR
41.	MERV MCCORMACK	EXECUTIVE DIRECTOR, LASALLIAN MISSION COUNCIL
42.	ROWENA MCNALLY	DEPUTY CHAIR, LASALLIAN MISSION COUNCIL BOARD
43.	JOANNE NEHME	DEVELOPMENTS & PROJECTS OFFICER, LASALLIAN MISSION SERVICES
44.	BERNADETTE OVE	PRINCIPAL, JUBILEE CATHOLIC SECONDARY COLLEGE, PNG
45.	AMANDA PROULX	ASSISTANT DIRECTOR, FORMATION
46.	KANE RAUKURA	CHAIR, NZMAC
47.	MARGARET STEWART	LASALLIAN MISSION COUNCIL BOARD DIRECTOR
48.	MICHAEL UCCI	SOUTH AUSTRALIA LASALLIAN TEAM
49.	KATE WESTHEAD	LASALLIAN VOLUNTEERS COORDINATOR
<b>50</b> .	GRACE WRAKIA	PAPUA NEW GUINEA LASALLIAN FAMILY COORDINATOR



# VITALITY OF THE LASALLIAN MISSION INTERNATIONALLY



BR RICKY LAGUDA - GENERAL COUNCILLOR PARC

#### Good afternoon Lasallians!

It is my pleasure to be here for your Assembly. Thank you, Br. David, for the invitation and it's good to always see familiar faces and visit the District of ANZPPNG.

In the 1690s and before that, De La Salle often wondered if the Society or Congregation would ever survive. Thus, the heroic vows in 1691 and 1694 happened where the vows of obedience, association and stability were made. The vows of association and stability were much connected to providing education to the poor boys in France (The vow of stability was not like the Benedictines or the medieval monks that associates this vow to a particular geography or location). Our vows of association and stability were more related to the quality of mission that we provide or, in modern parlance, we can say we made vows to ensure sustainable vitality of the Lasallian Mission.

Then, after the death of De La Salle, our first Brother Superior, Barthelemy, wondered whether the Society or Congregation would survive without official recognition from the State and the Church. Thus, Brothers worked for the official recognition from the State (Letters Patent) and the Church (Bull of Approbation) in 1724 and 1725 respectively.

What followed years later was the French Revolution; it was a trying time for the Brothers. The Society or congregation was suppressed in France in the late 18th century, and there was a diaspora where Brothers scattered around France and out of France looking for something to do and continue their vow of association and stability. The question at that time was could we survive outside France? Was it possible to have a Lasallian mission outside France? Can the vow of association and stability survive outside France?

Interestingly, this diaspora led to new beginnings, across different countries in the world. Brothers pursued the Lasallian mission outside France. In fact, it flourished in 80 countries with close to a 1,000 educational ministries and more than a million students/youth under our care.

The vow of association and stability made sense outside the borders of France. Now, we are in a time where Brothers are aging and dwindling in numbers across the world. We in the General Council are often confronted with questions like...what else can we do to ensure the sustainable vitality of the Lasallian mission? How can we better understand the "signs of the times" so that we can do something to create the future that we want?

Allow me to share with you three trends that are happening around us since the 1950s or even before that:

- 1. Secularization,
- 2. Age of the Laity,
- 3. Knowledge Revolution and Disruptive technologies in education.

Secularization, according to Wikipedia, is the transformation of a society from close identification and affiliation with religious values and institutions toward nonreligious values and secular institutions. This happens in many countries today where there is a Lasallian presence. Secularization is something we cannot avoid. There has been a time in the history of many countries where hospitals, schools, and other welfare institutions were run by religious congregations. They took care of those who were on the fringes of society. However, in the last 70 plus years, the state has taken over many hospitals, schools and welfare institutions that used to be owned by religious congregations. For instance, in the 60s, secularization in the form of military state in Burma confiscated all our Lasallian institutions, in Malaysia, secularization in the form of nationalization slowly took over our schools, and in the 70s, secularization in the form of communism in Vietnam confiscated our schools...these are just examples how secularization has had an impact in various countries.

Secularization of course has many forms. Secularization in Australia is totally different from secularization in Pakistan or PNG, or even New Zealand. Secularization is not all that negative. Secularization can be positive, too. In our many educational institutions, we do teach secular subjects because we believe in holistic education. Secular thinking and attitudes can also lead us to grow professionally and become competent in the affairs of society and the world, if we view secularization with some rationality. Secularization can also give critique to our religious assumptions and make us grow in faith. Therefore, secularization is not all that bad....it has both positive and negative outcomes. It would be good to ask ourselves, how has secularization affected and impacted us today whether we are in Australia? in New Zealand? in Pakistan? or in PNG?

Age of the Laity: When Vatican II came, it created a tectonic shift not only in the Church but even outside the Church. In the Church, Vatican II said that all persons are called to be holy. Vatican II spoke more and more about the equality of all vocations and the people of God rather than the structures and the hierarchy of the Church. Vatican II acknowledged the gift of the laity to the Church as opposed to the clergy.

Pope Francis repeated this last week in his current apostolic exhortation "Gaudete et Exsultate"
- holiness (is) present in the patience of God's people: in those parents who raise their children with immense love, in those men and women who work hard to support their families, in the sick, in elderly



religious who never lose their smile. However, there is still some form of resistance and a different form of clericalism that persists. The laity continues to face enormous challenges in fulfilling its collaborative role in the mission of the Church and in the Lasallian mission.

When I speak of clericalism, I am not talking about priests. I am speaking about clericalism as an attitude which often Pope Francis speaks about. Clericalism is contagious, breeding a kind of mentality that revels in ambition, status and power, making us deaf, blind and mute to the Gospel message of love, mercy, and service...we all know that no one is immune from this, including us Lasallians. Whether we like it or not, it is the age of the laity - the number of priests are going down, and the same with religion. On the other hand, I have never seen so many of the laity getting more involved in social justice as well as leadership roles in the field of education. There are more and more laity conscious of certain religious charisms based on their Founder's story. There are more and more laity who make promises and commitments, privately and publicly, to pursue a vocation related to particular charisms.

In France, we have the Fraternity. In Spain, we have the Asociados. In many countries, we have Signum Fidei...and there are many undocumented Partners who commit and offer their lives so to speak in the name of Lasallian mission.... the many Lasallians in ANZPPNG are surely one of them. I have seen them myself in many countries. It would be good to ask ourselves - how the age of the laity affected and impacted us today whether we are in Australia? in New Zealand? in Pakistan? or in PNG?

Knowledge revolution and Disruptive Technologies in Education. We used to talk about agricultural revolution and the industrial revolution, at least in the last 1,000 years. Today we often speak about knowledge revolution. Knowledge revolution isn't about how much information is available. It's about how fast knowledge can travel through vast, connected networks of people—and how it can grow exponentially for the common good.

Thirty years ago, we knew that technology would change the face of education, and we were just beginning to imagine the ways. Today, learning can happen anywhere. More people, with increasingly diverse needs, are seeking education, and almost every country is promoting greater access to education.

At a time when educational attainment is a global priority, the need to reimagine the education experience has never been greater. We have seen blackboards changing into smart boards. And now from smart boards to mobile devices and smartphones. In the last century, we have seen a growth of "brick and mortar" educational institutions with large buildings or facilities in our campuses...into educational institutions needing to have enough bandwidth and access to facilitate the "click, swipe, point, and play" of teaching and learning in the 21st century. We have moved the from sage in the stage model to a guide in the side model of teaching and learning. But the questions in education are the same questions that St. La Salle would ask today: What new models currently exist and what models can we create that better serve our students as individual learners as well as society as a whole? And can we celebrate the creation of new models that serve unique needs without having qualms about the differences and diversity of students we serve today, especially the poor and those who are considered in the fringes of society?

Technologies are reshaping how people learn and connect, and people are connecting to a global learning network previously inconceivable. Learning is no longer bound by classrooms, libraries, or even instructors. Online tools make resources available to learners everywhere. Open-source learning can reach thousands of learners in nontraditional ways. More and more, competencies, not credit hours, determine credentials.

A degree is no longer the only indicator of success. Many institutions are piloting innovative models for education, and the entire community can benefit from the lessons learned. Just look at how BoysTown evolved into yourtown.... it's a good model of how success has been shaped and transformed from one generation to the next. I am sure you have many examples in ANZPPNG. It would be good to ask ourselves - how the knowledge revolution and disruption in technologies have affected and impacted us today in the way we provide educational services whether we are in Australia? in New Zealand? in Pakistan? or in PNG?

My dear Lasallians, we must turn these trends into opportunities for shaping our strategic thinking and actions. These three trends gathered pace, grew in scale, and if you put them together, they have an impact on the way we live, promote and share the Lasallian mission in the 21st century. Today, these trends, while not new, are disrupting long-established patterns in virtually every ministry of the Lasallian world—indeed, in every aspect of our lives, as Lasallians. Everywhere we look, these trends are shaping that way we think, feel and behave. These trends call into questions our own long held values and beliefs. The fact that all three are happening at the same time means that our world is changing radically from the one in which many of us grew up, prospered, and formed the educational ministries that have made us a success and are so vital to our Lasallian Mission.

The question remains: what else we can do to ensure the sustainable vitality of the Lasallian mission? How can we better understand the "signs of the times" so that we can do something to create future that we want? Should we also make vows of association and stability? or vows of association and sustainable vitality?

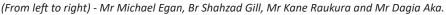
Let me tell you, that we have survived many crises. We have survived the French Revolution, two world wars, totalitarian or communist regimes; you name it ...crisis after the crisis we have been confronted with opportunities to give rise to new beginnings. I am certain that ANZPPNG has its own crisis peculiar to your own countries and histories...and I am sure it did and will give rise to new beginnings.

The Founder's journey and the history of being "together and by association" and its vow of stability or vow of sustainable vitality has dealt with crises in different shapes and sizes. However, this would be the same thread of being "together and by association" and stability that responded creatively to the crises in many shapes and sizes at different times in our history. Today, in ANZPPNG, we continue to form that shape and size of what "together and by association" and stability means on a personal and collective level. Today, our being "together and by association" and "stability" is in our hands to shape a future that we all want according to God's design. There is no better forum than the Mission Assembly that we are having in the next few days that will take a look at the vitality and sustainability of the Lasallian mission in ANZPPNG.



Let me end with what our Rule says: "The life of our Institute, along with the updating of its mission, constitute a never-ending series of creative acts inspired by fidelity, which at times, call for difficult commitments, as John Baptist de La Salle himself experienced. Today, the Founder still calls to us, continuing to inspire and support all men and women who identify with him." (R, 160)

My dear Lasallians, with the Brother Superior, I pray for the success of the Mission Assembly of ANZPPNG. The success is in our hands (if we take the vows association and stability seriously) with the guidance of the Holy Spirit and trusting in God's most Holy will.







#### FOCUS AREA 1: ASSOCIATION FOR MISSION

The dynamic of associating for a common purpose:-

- 1. The educational mission to the poor
- 2. The human and Christian education of young people
- 3. The education for justice in a multicultural, multi religious reality...

	Nos of Bros	Nos of Enrolled Students
1966	16,824	737,112
2009	4,883	857,819
2017	3,695	1,040,804



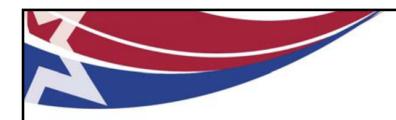




#### **2013 – 2018 STRATEGIC PRIORITIES**

- 1. Delivering effective, sustainable mission through the establishment of the Lasallian Mission Council (LMC)
- 2. Setting specific annual goals directed to the service of the poor, vulnerable and marginalised young people
- Identifying and engaging Brothers and Lasallian Partners with support and formation







### 1.1 Delivering effective, sustainable mission through the establishment of the Lasallian Mission Council (LMC)

- ✓ Established LMC as an incorporated entity with an appointed Board of Directors – 75% lay partners; gender balanced
- ✓ Ensured that the LMC exercises its responsibilities in accordance with the 2012 District Chapter with Budget and Governance Charters
- ✓ Appointed Executive Director in January 2015









## 1.2 Setting specific annual goals directed to the service of the poor, vulnerable and marginalised young people

- ✓ Conducted a District-wide audit of needs
- ✓ Set priorities for our service to the poor, vulnerable and marginalised young people, particularly in PPNG
- Enhanced design, development and delivery of Formation programs to Lasallian adults and students





## 1.3 Identifying and engaging Brothers and Lasallian partners and providing them with support and formation

- ✓ Established Twinning: partnering ANZ schools with PPNG schools
- ✓ Northern and Southern Lasallian Principals' networks; commenced combined Australian Lasallian Principals' meetings
- ✓ Increased provision of formation opportunities for senior and middle leaders of schools and networks
- Developed and implemented communications strategies, with the introduction of the District website, fortnightly and bi-monthly publications



allian Mission Council



#### IMPLEMENTATION GAPS

- X Setting specific annual goals from District Strategic Plan
- X Knowledge of all ANZPPNG Sectors' Plans
- X Revisit concept of a locally developed residential Naroomatype (mini-Buttimer) program for ANZPPNG Lasallians









#### STRATEGIC PRIORITIES

- 2.1 A leadership that promotes co-responsibility for the life of the community.
- 2.2 Accompaniment that validates the life experience of Brothers throughout life.
- 2.3 Encouraging diversity and flexibility in community life.
- 2.4 Continuing engagement in relevant ministry.



#### LINES OF ACTION To address these Strategic Priorities we will:

- 1. Explore different models of community leadership
- 2. Promote further development of the Community Action Plan
- 3. Nurture all members of the community in the deepening of their spiritual formation and in the promotion of their vocation.
- 4. Ensure that appropriate support programs are in place that provide for the direct health care of the Brothers.
- 5. Recognise and respect the significance of the interior life and hospitality "prayer and table" in building community.
- 6. Support the establishment of non-residential communities
- 7. Be open to and engage with people coming into communities.
- 8. Ensure that Brothers have meaningful and vital roles that contribute to the mission, especially in service to the poor, vulnerable and marginalised.



#### **ACHIEVED**

- 1. Explore different models of community leadership
- 3. Nurture all members of the community in the deepening of their spiritual formation and in the promotion of their vocation.
- 4. Ensure that appropriate support programs are in place that provide for the direct health care of the Brothers.
- 5. Recognise and respect the significance of the interior life and hospitality "prayer and table" in building community.
- 7. Be open to and engage with people coming into communities.
- 8. Ensure that Brothers have meaningful and vital roles that contribute to the mission, especially in service to the poor, vulnerable and marginalised.





#### **PARTLY ACHIEVED**

- 3. Nurture all members of the community in the deepening of their spiritual formation and in the **promotion of their vocation**.
- 6. Support the establishment of non-residential communities
- 7. Be open to and engage with people coming into communities.
- 8. Ensure that Brothers have meaningful and vital roles that contribute to the mission, especially in service to the poor, vulnerable and marginalised.



#### ADULT FORMATION PROGRAMS

Title	Participants	Duration & Dates	Purpose	Venue	Cost
Catholic School Lasallian Heritage (Part 1)	People new to a Lasallian School	One Day Sydney: Monday 12/Tuesday 13 February Melbourne: Tuesday 13 March	Introduction for new staff to the essentials of Lasallian Heritage - <b>BBI-GRI Certified</b>	Sydney: Provincial Office Melbourne: St Bede's College, Mentone	\$100pp*
Catholic School Lasallian Heritage (Part 2)	Participants from Part 1	One Day Sydney: Monday 30/Tuesday 31 July Melbourne: TBA	Building on Part 1 and developing further understanding of Lasallian Heritage - BBI-GRI Certified	Sydney: Provincial Office Melbourne: St Bede's College, Mentone	\$100pp*
Exploring Our Lasallian Heritage	Open to all	Residential 21 - 24 October	Explore in a reflective setting the Lasallian story, pedagogy, and spirituality. Learn about their personal and professional relevance - BBI-GRI Certified	Brisbane: Santa Teresa Spirituality Centre, Ormisten	\$590pp*
Lasallian Studies 2018	Open to all	Flexible timing, duration, and structure. Discussion sessions based on pre-reading	Deepen knowledge, understanding, and application of the Lasallian story, pedagogy, and spirituality	Melbourne: St Bede's College, Mentone Other Centres: to suit participants	Variable, depending on structure and travel
Lasallian Spirituality for Educators	People with a personal/ professional interest in the theological and spiritual dimension of Lasallian education	<b>Residential</b> 25 - 27 March	Reflect on the Christian theology and spirituality that characterises Lasaltan education, and discern the local implications - <b>BBI-GRI Certified</b>	Mittagong: Marist Harmitage	\$520pp*
Leading from The Middle	People in, or aspiring to leadership roles as 'middle managers' in Lasallian schools	Two Days	Develop the Isadership capacity of middle managers in relation to the directions set by their own schools	Melbourne: St Bede's College, Mentone	\$200, accommodation arranged by participants
Life Support	People in Lasallan Institutions who contribute to the Mission in a variety of administrative and other services	One Day Sydney: Friday 23 February Melbourne: TBA	Affirm the ways in which support and administrative staff have an essential role within Lasalian education and other services - BBI-GRI Certified	Sydney: Provincial Office Melbourne: TBA	\$50pp*
Governance in a Lasallian Context	Lasallian Board Directors and prospective Directors, Principals and Chief Executive Officers	One Day	Develop knowledge and understanding of governance in a Catholic, Lasallian organisation, drawing on contemporary research	Sydney, Melbourne (as required)	ТВА
Staff Development Programs	Staff in Lasallian works. Suitable for whole staff group, select groups, inter-school or inter-workplace staffs	Duration and dates to suit schools and works, also dependent availability of LMS team members	Depending on local needs. Consideration given to schools honouring more than one charism.	As arranged by the school or workplace	Variable, depending on structure, personnel, and travel
Second in Command	Assistant/Deputy Principals	Residential 12-14 March	Focus on the critical role of staff who support the Principal in a Lasallian school - BBI-GRI Certified	<b>Brisbane</b> : Santa Teresa Spirituality Centre, Ormisten	\$520pp*
Lasallian Pilgrimage: Retracing the Footsteps of De La Salle	Staff with interest in supporting Lasallian Formation for their workplaces	12 Days 30 September - 11 October	Deepen knowledge and awareness of the founding story through experience of significant sites	Rome, Parmenie, Paris, Reims, Rouen	\$5,000





## 3.1 Identifying and responding to formation needs for all Lasallians.

- Provided professional development/formation opportunities for those engaged in the Lasallian mission
- ✓ Provided specific formation for the Lasallian Mission Council Board (2014), and worked with BBI-TAITE/AICD in the design and delivery of formation for Boards and Board Chairs (2017)
- Developed, promoted, and delivered effective Lasallian Induction programs yearly and across various regions and communities









## 3.2 Providing opportunities for spiritual accompaniment of all Lasallians

- ✓ Provided a range of retreat experiences, specifically via multiday, residential programs for Lasallian educators
- ✓ Maintained frequent contact with school/work based Lasallian Facilitators, including ongoing mentorship and provision of support and resources for planning and personal formation









## 3.3 Establishing appropriate programs to promote the Lasallian vocation

- ✓ Raised awareness that the Lasallian Vocation includes all Lasallians by
  ensuring that the GRI charter includes reference to the 2015 Rule of the
  Brothers regarding the inclusive nature of Lasallian Vocations
- Promoted, through all formation programs, that all those who are engaged in working with or on behalf of young people are:
  - ✓ Educators
  - ✓ Participants in the ongoing Lasallian story







## 3.4 Preparing and appointing specialist formation personnel

- ✓ Gerard Rummery Institute officially formed, including appointment of a highly qualified committee members such as Dr Gerard Goldman (Principal/CEO, BBI-TAITE) and Br Gerard Rummery
- ✓ Appointment of Assistant Director, Formation (Young Lasallians)
- ✓ Involved school Principals, a Josephite Sister, and yourtown personnel in the delivery of formation







#### **IMPLEMENTATION GAPS**

- X Due to the creation of a District Vocation Commission, several Lines of Action have not been directly addressed by Formation personnel, including:
  - X Identify qualified spiritual directors
  - X Develop comprehensive programs in vocation ministry for all Lasallian communities
  - X Invite young men to consider the Brothers' life







## 4.1 Identifying and engaging young people in youth ministry opportunities and providing them with support and formation.

- ✓ Implemented strategies to ensure sustainable youth ministry, including:
  - Growth and development of the Young Lasallians Team, both at LMS and in schools/works across the District:
    - ✓ Appointment of Assistant Director, Formation (Young Lasallians)
    - Appointment of Lasallian Volunteers Coordinator
    - ✓ Growth of LMS Young Lasallians staff to 4 full-time roles
    - ✓ Growth of Lasallian Youth Ministers team from 9 to 19

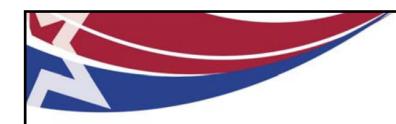




## 4.1 Identifying and engaging young people in youth ministry opportunities and providing them with support and formation.

- Developed learning packages which give Young Lasallians appropriate knowledge and skill set, including
  - Design and delivery of Youth Ministry and Volunteers formation pathways
  - ✓ Increased quality and number of school based retreats
  - Creation of new programming, formal and informal, for Young Lasallians across the District







#### 4.2 Exploring ways that youth engagement opportunities move beyond borders

- ✓ Developed, and continue to refine, structured volunteer opportunities for Young Lasallians which are well monitored
- ✓ Continue to develop regional Young Lasallian networks, particularly through informal gatherings
- ✓ Enhanced communication and ongoing connections between Young Lasallians across the District, virtually and in person







#### IMPLEMENTATION GAPS

- X Further development of social media communications and engagement
- X Ongoing connections and formative opportunities for Young Lasallians who are not current YMs or LVs
- X Re-development of short term volunteering opportunities
- X Ongoing development of strong regional networks



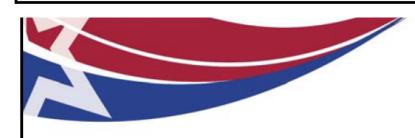




## 1. Establish and apply criteria for allocating resources for the Mission and Brothers' needs.

Investment funds and income sources established and earmarked.







## 2. Ensure sufficient financial provision is made for the Brothers' needs over the very long term.

Done although absolute adequacy is uncertain due to legal matters. See 8. Below.

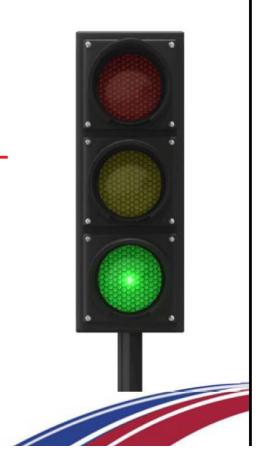






## 3. Ensure proper cost attribution to programs and identify user-pays opportunities.

In progress and subject to capacity for users to pay. Examples: LMC program attribution system and cost recovery and twinning initiatives.







## 4. Minimise administrative duplication across the District, including establishing funding and service level agreements between District Admin and LMC.

Shared services between District Admin & LMC and funding/service agreement in place. All mission property rents and Brothers' Communities' GST credits r'cvd by District donated through to LMC.





## 5. Maximise use of electronic media for efficient/effective communications, learning programs, service delivery and assoc. activities

Full time Comms Officer shared by District Admin and LMC. New web site, regular bulletins, comms/on-line protocols incl. internet bookings/payments. Scope to leverage related opportunities.





6. More closely integrate priorities/projects of LMC and Lasallian Foundation, especially re needs of PNG and Pakistan.

School twinning arrangements brokered by LMC with service delivery by LFA. Other opportunites are possible.







## 7. Review/streamline service and financial arrangements with Brothers' communities.

Community staff employment arrangements regularized in Aust. For all sectors, financial reporting and accountability has improved.







## 8. Ensure adequate financial provision is made for Royal Commission & assoc matters.

As at April 2018 there is considerable uncertainty about these financial needs. Previous estimates have been greatly exceeded.







## 9. Implement a District Risk Plan, incorporating higher-level statutory compliance framework for LMC.

Development of Risk Plan is underway courtesy of LMC Board. LMC service provision and risk protocols have been assessed and reviewed by independent risk experts.







## 10. Establish a formal monitoring, evaluation and reporting regime.

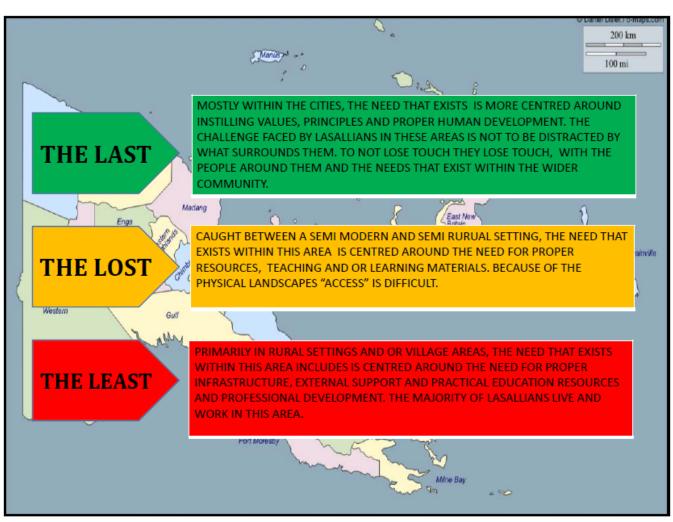
LMC processes are established through management, committee and board processes. District-wide audit and reporting regime is in place through the Economic Council. There are opportunities to integrate, refine and improve.

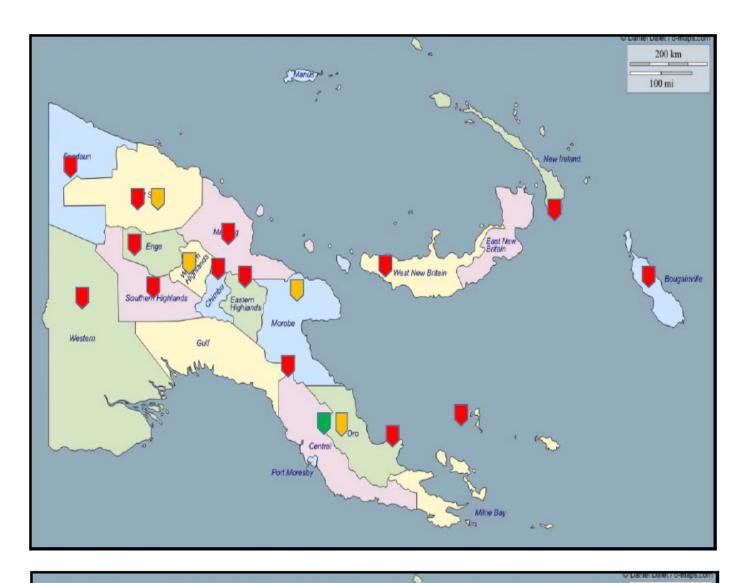




PAPUA NEW GUINEA











# CURRENT REALITIES "THE ENVIRONMENTAL CONTEXT IN WHICH WE ARE WORKING"

**NEW ZEALAND** 

### **Current Realities**

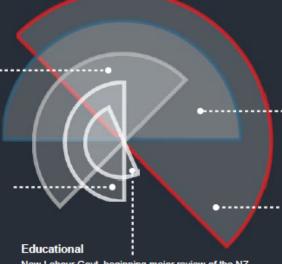
The Environmental Context in which we are Working. THE SECTOR OF NEW ZEALAND

### **Economic Context**

JPC and FDMC higher socio-economic mix of families. DLS pulling on much lower demographic as it is a Decile 1 School. FDMC feeling the pinch on the agricultural sector. NZ economic climate generally very strong though. Future Auckland fuel taxes to see huge strain on poorer families (\$15-\$20 extra per fill after govt. and council taxes)

### Religious

Catholic by name? To practice or not-topractice? Increasing secularisation clearly
impacting on our classrooms and attempts to
preserve charism and faith.
SCHOOL AS CHURCH / PARISH
Little contact after school for majority of
students. Only 5% non-preference allowed
in our schools with increasing number of
non-Catholic applicants. Lasallian principle
of inclusiveness and acceptance in practice?
Public schools accusing us of Baptising
students to meet roll requirements. Are RE
Teachers an "endangered species?"



New Labour Govt. beginning major review of the NZ educational system. Nationwide symposiums with a full societal cross-section to start this year. A full review of the NZ Qualifications framework and NZ Certificate of Education Achievement. Catholic schools lacking consultation? New Govt. lumping us in with private schools, NZ Catholic Principals to challenge. Public crying out for values based education / safety net.

### Social and Political Environment

Immigration at all time high approx. 72,000 in the year to March 31. Multiculturalism everywhere but NZ defines itself as a bicultural society. 92 ethnicities at one local high school in Auckland. Politically stable with new Labour Govt. International students at JPC and FDMC.

Who are the Poor and Vulnerable
Always difficult to define. Monetary poor?
Socially poor? Spiritually poor? Our three schools attempt to tackle all three, but foremost, we feel dealing with the spirit is contextually more important today.
Disconnected youth, increasing mental health concerns and NZ's abnormally high rate of teenage suicide is of huge concern for us. Full time social workers and counsellors at all three NZ Colleges.

### In Focus 1

Who are the Poor and Vulnerable

- Spiritual hole and emptiness seen in many of todays youth.
- · Students who are disconnected from each other / families / life.
- What is our role as 'Catholic and Lasallian' schools?

Frightening New Zealand statistics....

- Children presenting with anxiety attacks as young as 5. Anxiety and self-harm identified by MOE as one of the largest mental health concerns in NZ youth today.
- National suicide numbers have risen three years in a row.
- Men outnumber women 3 to 1, with the 20-24 age group leading and the 15-19 age group close behind.

Our Challenge: How do we address this for the students we serve?



### In Focus 2

### Religious

Pope Francis has likened the Church to a field hospital. He has stated: "Instead of being just a Church that welcomes and receives by keeping the doors open, let us try also to be a Church that finds new roads, that is able to step outside itself and go to those who do not attend Mass, to those who have quit or are indifferent. The ones who quit sometimes do it for reasons that, if properly understood and assessed, can lead to a return. But that takes audacity and courage."

In New Zealand, the Catholic Church has an obvious way of finding these new roads, of stepping outside parish and approaching those who do not attend Mass:

The Catholic high school.

Lasallian schools, with our strong formation and dynamic charism are uniquely positioned to leverage off the words of Pope Francis.

Our Challenge: How do we become a mission of the Parish? How do we as Lasallian Schools direct our resources towards the evangelisation of students, their parents and ultimately society?





## CURRENT REALITIES "THE ENVIRONMENTAL CONTEXT IN WHICH WE ARE WORKING"

**AUSTRALIA** 

### **AUSTRALIA**

Current Realities – Education

Gonski 2.0 Needs Based Funding School Resource Standard

Town	Pop	ICSEA *3222##	BQ % *47′ #	Indig % *5 ′ #	LBOTE % *37′ #
Castle Hill	1675	1104	3	1	11
Malvern	1121	1113	3	0	18
Mentone	1524	1086	6	0	7
Henley Beach	1636	1067	9	1	33
Ashfield	528	1025	21	2	79
Bankstown	636	1002	31	1	80
Armidale	510	1031	16	7	1
Cronulla	470	1070	7	2	17
Lithgow	237	990	31	5	3
Lakemba	955	983	38	1	91
Orange	1001	1016	19	5	4
Caringbah	485	1070	7	2	17
Marrickville	698	1026	22	1	51
Revesby Heights	598	1049	16	1	54
East Bentleigh	373	1066	12	1	35
Dandenong	856	1006	30	0	37
Middle Swan	1402	1014	22	6	19
Balgo Hills	54	655	68	87	100
Scarborough	1553	1044	13	3	4



Current Realities – Social

### yourtown

creates brighter futures for young people and their families. Our services tackle some of the toughest issues facing children, young people and families in Australia. Homelessness. Family and domestic violence. Mental health and wellbeing. Youth unemployment. Together we find solutions to help young people find their place in the community.



- Suicide is the leading cause of death of children and young people.
- Polarisation of wealth extremes of wealth and poverty.
- Little real progress made on 'closing the gap.'
- Increase in reporting of Domestic and Family Violence. It is the main cause of homelessness, incidence is increasing.
- Youth offending rates reducing recidivism increasing.
- Youth Mental Health, unemployment, education costs.
- Cyber Safety, Availability of pornography to children, Imbalance between digital participation and active healthy lifestyles, excessive on screen time.
- Rising obesity levels linked to poverty





### AUSTRALIA

### Current Realities - Religion

Recommendations 9.1 – 9.9 Advocacy, Support and Therapeutic Services

Recommendations 13.1 – 13.5 To Schools

Recommendations 16.6 – 16.26 To the Catholic Church

Recommendations 16.31 – 16.58 To all religious institutions in Australia







Current Realities - Religion (Cont'd)

### What makes institutions safer for children?

### Recommendation 6.5

The Child Safe Standards are:

- 1. Child safety is embedded in institutional leadership, governance and culture
- 2. Children participate in decisions affecting them and are taken seriously
- 3. Families and communities are informed and involved
- 4. Equity is upheld and diverse needs are taken into account
- 5. People working with children are suitable and supported
- 6. Processes to respond to complaints of child sexual abuse are child focused
- 7. Staff are equipped with the knowledge, skills and awareness to keep children safe through continual education and training
- 7. Physical and online environments minimise the opportunity for abuse to occur
- 8. Implementation of the Child Safe Standards is continuously reviewed and improved
- 9. Policies and procedures document how the institution is child safe.





### **AUSTRALIA**

### Current Realities – Financial

### Lasallian Foundation Annual Report 2016

 It has also been our experience that fundraising in the current climate has become increasingly competitive with the uncertainty of the global political environment exacerbating the general economic sentiment.

### Australia's Grant-making Charities in 2016

### Key findings:

- Grant-making charities provided \$4 billion in grants and donations in 2016
- Combined, they had total revenue of \$16.5 billion in 2016
- They also controlled \$56.5 billion in total assets
- Australia's 10,398 grant-making charities employed 103,211 staff
- 8% per cent of charities operated with no paid staff, and were supported by 337,288 volunteers



Below: (From Left to Right) - Ms Marie Dorrington, Mr Philippe Dulawan and Mr John Finn.



## CURRENT REALITIES "THE ENVIRONMENTAL CONTEXT IN WHICH WE ARE WORKING"

**PAKISTAN** 

### Background

Pakistan is among those countries which is facing many problems in the fields of education. There are many flaws & gaps in the current education system of Pakistan that need to be resolved. Pakistan is one of those developing countries where people are mostly deprived of their basic needs of life, including education. In Pakistan, educational system doesn't meet the international standards.

Lasallian Schools in Pakistan are trying their best to meet the educational standards.

### 1: Challenges of Social & Cultural disparity.

One of the crucial challenges is the growing assertion of ethnic, regional, cultural and religions identities. There is more and more intolerance, various forms of communalism tensions and divisions and even violence as a result. Making a major contribution through education, towards creating a more just, equitable and harmonious society is the key role that the Lasallian educational institutions have to play in the Pakistani diverse society.



### 2: Challenges in the Educational Scenario

About half of the children between the age of six and fourteen are not in school. They are kept at home: To care for the cattle. Tend to the younger children, Collect firewood or work in the fields, To work at tea stalls or restaurants. These children are thus denied their childhood.





### Challenges in the Educational Scenario

A majority of Pakistanis are illiterate. The case of women is even worse. There is a huge gap in educational conditions in rural and urban population. We can consider the status of education from a qualitative perspective. The problems with our education system has grown the social divide in the country. One of the main causes of this phenomenon is the lack of any standard, uniformity and consistency of policy or system implementation. The disparity of quality of education, made available to the rural and poor communities has been widening. So there is a socioeconomic gap between classes in Pakistan.

### Overall Literacy Rate %

Country	1995	1998	2003	2004	2005	2009	2012	2016
Pakista n	37.8	42.7	45.7	48.7	49.9	54.9	55	58.4

### Male literacy %

<u>Ma</u>	Male literacy %			ale literacy	96
2012-13	2013-14	2014-16	2012-13	2013-14	2014-16
69.2%	70.4%	71%	47%	48%	49.2%

# Most of the dropouts and out-of-school children are from the marginalized sections of society. Various factors such as poverty, caste and gender discrimination, irrelevant education and lack of educational facilities are the reasons for this dismal scenario. Following facts are regarding overall Christian population in Pakistan. (Approximately 1.6% of total population) Literacyrate on the basis of Gender (5th Standard/Class) Literacyrate on the basis of Gender (5th Standard/Class)

### 3: The challenge of Commercializing Education:

Education was considered to be a service and divine duty in ancient days. But today it has been commercialized to an extent that it has lost its values and respect. Today many Educational institutions in Pakistan have no place for the poor and the marginalized, no place for values and religion to be practiced. This growing tendency of commercialization is a challenge to the Christian educational institutions. So today the Lasallian educational institutions have to face the challenges created by Commercialization of education.



### 4: Cost of Education:

Our missionary schools in Pakistan are facing a huge challenge of meeting the demands set by private and commercialized schools. More over the competition is becoming wider...... being in competition

The economic cost is increasing day by day to run private schools in the country, especially Lasallian schools, due to increasing number of competitors i.e.; wealthy, business tycoons and bureaucrats around the country.



### 5: Discrimination

### Biased curriculum and textbooks

Another issue is the problem of biased curriculum content that either distorts history by excluding the achievements of religious minority communities or breeds hatred through specific antiminority rhetoric in the textbooks.

Since 1947, in textbooks, the students of different religions are considered of one religion (Islam). These textbooks preach only about the religion of Islam, invite the attention of the students to convert only to Islam, promote religious identity of only one religion and promote dignity of the followers of only one religion which is the violation of constitution.







### 5: Discrimination

### Laws and regulations/ Constitutions

Social biases and hatred are entrenched in Pakistani society in the shape of laws and regulations, especially in the articles and provisions of the constitution, where discrimination against religious minorities is apparent. According to <a href="Article 62(1)(a)">Article 62(1)(a)</a>— 62(1)(g) of 1973 constitution: Non-Muslims can not become the President or Prime Minister of country (according to the constitution of Pakistan.)





### Blasphemy Law



The <u>Pakistan Penal Code</u> prohibits <u>blasphemy</u> against any recognized religion, providing penalties ranging from a fine to death.

295-C: use of derogatory remarks etc., in respect of the Holy Prophet: – who ever by words, either spoken or written, or by visible representation, or by any accusation intimation, or insinuation, directly, defiles the sacred name of the Holy Prophet Muhammad (PBUH) shall be punished with death, or imprisonment for life and shall also be liable for fine. The law stipulates the death penalty or life imprisonment for defiling the name of the prophet of Islam.



### STRATEGIC PLAN WHAT WE MUST NOT LOSE SIGHT OF

- Formation as a necessary tool Civility and Decorum should be key
- Meeting people where they are: in education and spirituality
- Shared Mission
- Clarity of Leadership is required
- Tailoring solutions to needs and needs to come from the ground up
- Improve sharing of information and best practice
- Importance of finding 'new roads'
- Importance of quality formation
- Great gains have been made over the past 4 years
- Proven framework of Faith, Service and Community
- · Everything we do is student centred
- We are working in a world that does not have Christian priorities
- Maintaining and strengthening ANZPPNG
- Look at the 'why' question of every action in line with the gospel
- Poverty has many faces
- Preparing the young for the unknown/changing world
- Lord the work is yours...through us
- 'Dismal Scenario' In Good company! Purpose of our institution is to help
- Spiritual Foundation
- Emotional quotient
- Values based education
- Diversity



- Widening Gap Polarisation
- Distribution of resources
- Finding New Roads
- Rising Cost of Education
- New Opportunities to serve the Poor
- Empowerment building capacity, subsidiarity, acknowledging diversity
- Technology harnessing to advantage, mission delivery, four diverse areas
- Founding Story keep our charism, our uniqueness
- Spirituality offering opportunities, acknowledging changing societies, tailoring it to diversity, secularisation
- Hierarchy what is going to change, what is the model offered to youth?
- Cultural Diversity acknowledge and understand within our diverse district
- Vocation varied, full time/part time, service beyond school, engagement, the youth of our schools are our future resources
- Values
- Shared Vision
- Shared Ideology
- Community
- Need to identify, support, empower Local Voices in each context
- Goal posts moving and challenges emerging in educational context/s
- Health and Wellbeing of young people is a major concern in each context
- Shared District and Institute vision and mission "Fire in the Belly"
- Support for next generation of leaders





### DRAFT PLAN DEVELOPMENT

### **BACKGROUND MATERIAL:**

- Circular 469: The Documents of the 45th General Chapter
- Circular 470: Towards the year 2021
- Viability and Vitality of the Lasallian Mission
- ANZPPNG District Plan 2013-2018

### **CONSULTATIONS:**

- Lasallian Leaders' Gatherings 2017 & 2018
- District Wide Survey
- General Councillor Input
- · Lasallian Youth Gathering
- Lasallian Global Women's Symposium
- NZMAC, PAKMAC, PNG Gathering, AUSMAC, Young Lasallians Team
- Brothers Meeting/s Sydney, Melbourne, Pakistan and PNG

### MISSION ASSEMBLY PREPARATORY COMMITTEE:

- Tracy Adams Chair
- Julie Alibrandi
- Chris Barrett Facilitator
- Br Chris Gorringe
- Br Lewis Harwood
- Merv McCormack
- Br Thomas Yapo

"The magnitude and urgency of this evangelical challenge could lead you to a state of alarm, when you frankly analyse the disproportion between your resources and the immense tasks which require your commitment. Thank God, that for several decades now, you have been finding, with realistic humility, the perfect way to increase your apostolic potential. You are seeing with greater and greater clarity and with excellent results, that those persons who are working at our side can be, not only your cooperators in the work of education, but also partners in your mission and in the charismatic legacy of the Holy Patron of all Educators". Homily, Eduardo Cardinal Martinez Somalo

### STRATEGIC PRIORITIES

### STRATEGIC PRIORITY 1 FIDELITY TO MISSION

The Lasallian charism as a practical expression of the Gospel is the inspiration for our commitment to mission. Fidelity to our educational mission assumes a spirit of faith and zeal and a deep and abiding partnership between Brothers and lay people to best address the needs of the young, especially those who are vulnerable and disadvantaged.

- Authentic Delivery of the Lasallian Mission
- Mission Delivery through Association
- Lasallians Without Limits Within and Beyond the District
- Giving Voice through Lasallian Advocacy and Social Justice
- Place-based Models of Mission Delivery
- Safety and Wellbeing Children and Vulnerable Adults
- The Lasallian Vocation

### STRATEGIC PRIORITY 2 FORMATION

Informed by the core values of faith, service and community, formation provides the opportunity for personal growth in ways which bring the Lasallian mission to life.

- Adaptive Lasallian Formation Programs
- Co-responsibility for Formation
- Formation in Action
- Engaging Young People

### STRATEGIC PRIORITY 3 VIABILITY AND SUSTAINABILITY

The identity and vitality of the Lasallian mission will be sustained by strong stewardship of resources both human and financial, a commitment to creativity, innovation and partnering, and the utilisation of contemporary technologies and business practices.

- Financial Management and Sustainability
- New and Diverse Models of Funding



- Lasallian Brand Informed and Engaged Lasallians
- Contemporary Business Management Systems
- Risk Management

### STRATEGIC PRIORITY 4 GOVERNANCE AND LEADERSHIP

The development of current and future leaders, Brothers and lay, new governance paradigms, and adaptive organisational structures are fundamental to authentic Lasallian association for the delivery of mission across all Sectors of the District.

- New Models for Governance and Leadership
- Building Governance and Leadership Capacity

### STRATEGIC PRIORITY 5 BROTHERS TODAY

Today's world, especially that of young people and the poor, requires authentic witnesses of Christian faithfulness, fraternal relationships and a Gospel life with and for others. (Circular 469)

- Identity of the Brothers
- Community Life
- Brothers' Formation
- Community Leadership
- Health and Wellbeing

### STRATEGIC PLAN 2018 - 2022

### STRATEGIC PRIORITY 1 FIDELITY TO MISSION

Have great care and love for the children entrusted to you. You have been commissioned by God to look after these children just as St Joseph did with the child - msf

The Lasallian charism as a practical expression of the Gospel is the inspiration for our commitment to mission. Fidelity to our educational mission assumes a spirit of faith and zeal and a deep and abiding partnership between Brothers and lay people to best address the needs of the young, especially those who are vulnerable and disadvantaged.

	STRATEGIC INTENT		OPERATIONAL GOALS
1.1	Authentic Delivery of the Lasallian Mission	1.1.1	Utilise human and financial resources to further the mission in areas of highest disadvantage in the District.
		1.1.2	Position and develop Lasallian works in multi-faith and multi-cultural contexts.
		1.1.3	Develop and sustain communication strategies which articulate a compelling and cohesive narrative of the realities of the poor and of Lasallian works.
		1.1.4	Develop an instrument which enables the validation of all works of the District as authentically Lasallian.
1.2	Mission Delivery through Association	1.2.1	Create stronger connectivity to enable the sharing of resources between works across the District.
		1.2.2	Promote the active engagement, including volunteering, of Lasallians in a range of works and ministries.
		1.2.3	Develop a youth participation model to engage Young Lasallians in mission planning.
		1.2.4	Extend the reach of mission through the deployment and use of technologies which increase connectivity, collaboration and exchange of information and resources.
		1.2.5	Develop strategic partnerships among a range of entities including Inter-congregational and Diocesan educational authorities.
1.3	Lasallians Without Limits – Within and Beyond the District	1.3.1	Establish and reinforce links with the regional and global Lasallian community to create shared value in service to the poor.
1.4	Giving Voice through Lasallian Advocacy and Social Justice	1.4.1	Undertake advocacy to promote the needs of vulnerable and disadvantaged young people and at-risk communities in the context of the mission of the Lasallian works.
1.5	Place-based Models of Mission Delivery	1.5.1	Develop a viability framework to assess and prioritise new and existing works.

	STRATEGIC INTENT		OPERATIONAL GOALS
		1.5.2	Develop models of mission delivery which are adaptive and responsive to each local context with priority given to PNG and Pakistan.
		1.5.3	Evaluate existing programs and assess their adequacy and impact in identifying and addressing areas of need.
1.6	Safety and Wellbeing - Children and Vulnerable Adults	1.6.1	Establish and maintain best practice in the safety and wellbeing of children and vulnerable adults in all Lasallian works.
1.7	The Lasallian Vocation	1.7.1	Develop and promote the Lasallian vocation, characterised by personal capacity and enrichment.
		1.7.2	Position the vocation to attract skills in all areas related to the mission.
		1.7.3	Promote opportunities and careers for young people in Lasallian mission.

### STRATEGIC PRIORITY 2 LASALLIAN FORMATION

Example makes a much greater impression than words - mtr 10.3

Informed by the core values of faith, service and community, formation provides the opportunity for personal growth in ways which bring the Lasallian mission to life.

	STRATEGIC INTENT		OPERATIONAL GOALS
2.1	Adaptive Lasallian Formation Programs		Co-design, develop and deliver culturally appropriate and adaptive Lasallian formation programs.
			stablish an annual mandatory program of formation for all those in governance in Lasallian works.
			ncrease access to all Lasallian formation programs by utilising a range of delivery modalities.
		F	Develop strategic partnerships for the creation of professional development opportunities within and peyond the District.
			Source sponsored professional development opportunities to deepen capacity for future leadership across the District.
2.2	Co-responsibility for Formation	f	et as a pre-condition for participation in extended ormation opportunities subsequent facilitation of ormation programs with colleagues.
2.3	Formation in Action		Further Lasallian Volunteering opportunities across the District.
			Provide multicultural and multi-faith immersion opportunities to deepen personal formation.
2.4	Engaging Young People		Promote and deliver a range of formation programs for roung Lasallians.
			Promote and support youth ministry opportunities across he District.

### STRATEGIC PRIORITY 3 VIABILITY AND SUSTAINABILITY

We must fix our eyes on what is unseen not just on what we see.

What we see is not lasting but what is unseen is forever - msf

The identity and vitality of the Lasallian mission will be sustained by strong stewardship of resources both human and financial, a commitment to creativity, innovation and partnering, and the utilisation of contemporary technologies and business practices.

	STRATEGIC INTENT		OPERATIONAL GOALS
3.1	Financial Management and Sustainability	3.1.1	Develop financial management practices and KPIs across each Sector to enculturate transparency, rigor, and accountability and due diligence.
		3.1.2	Develop financial models across a range of scenarios to best inform viability and sustainability.
		3.1.3	Develop human resource models which enable the recruitment, remuneration and retention of suitably qualified and experienced workforce particularly in Pakistan and Papua New Guinea.
3.2	New and Diverse Models of Funding	3.2.1	Access new income pathways inclusive of partnerships, sponsorships and philanthropy and government funding, to secure sustainability of mission.
		3.2.2	Develop new service models which best utilise existing infrastructure in each Sector, for example, a two-school day or private tuition Colleges.
3.3	The Lasallian Brand – Informed and Engaged Lasallians	3.3.1	Develop a brand strategy which seeks to expand strategic partnerships in each Sector and inspire and encourage engagement at all levels.
		3.3.2	Develop a sector alumni network to provide opportunities and connections to individuals and works.
3.4	Contemporary Business Management Systems	3.4.1	Utilise contemporary technologies to provide cost effective business systems across the District.
		3.4.2	Develop value propositions and opportunities for economies, cost savings and resource allocations.
		3.4.3	Develop local business/community partnerships which underpin works financially and through the provision of inkind services.
3.5	Risk Management	3.5.1	Develop and maintain a risk management model inclusive of risk appetite and risk management strategies.

### STRATEGIC PRIORITY 4 GOVERNANCE AND LEADERSHIP

It is God who has called you who has chosen you for this ministry and who has sent you to work in his vineyard mtr 9.1

The development of current and future leaders, Brothers and lay, new governance paradigms, and adaptive organisational structures are fundamental to authentic Lasallian association for the delivery of mission across all Sectors of the District.

	STRATEGIC INTENT		OPERATIONAL GOALS
4.1	New Models for Governance and Leadership	4.1.1	Investigate new models of leadership and governance at Sector level.
		4.1.2	Develop active position descriptions including skills and attributes for all governance and leadership roles across the District.
		4.1.3	Develop a model for lay participation on the District Council.
		4.1.4	Finalise the transfer of membership of incorporated bodies to LMC.
		4.1.5	Develop and implement annual business plans in each Sector.
		4.1.6	Respond to Institute proposals for future models of Governance.
		4.1.7	Investigate the viability of LMC as a Public Juridic Person.
4.2	Building Governance and Leadership Capacity	4.2.1	Develop a succession plan by identifying emerging/potential future leaders, Brothers and lay and supporting their development with targeted professional learning.
		4.2.2	Develop and implement a skills matrix specific to identify and inform development of Board membership.
		4.2.3	Promote opportunities to women for leadership roles throughout the District.
		4.2.4	Develop and implement a mentoring program within and across Sectors.

### STRATEGIC PRIORITY 5 BROTHERS TODAY

Remembering that God is with you will help and inspire you in all that you do -Letter to unknown Brother 1709

Today's world, especially that of young people and the poor, requires authentic witnesses of Christian faithfulness, fraternal relationships and a Gospel life with and for others. (Circular 469)

	STRATEGIC INTENT		OPERATIONAL GOALS
5.1	Identity of the Brothers	5.1.1	Promote the witness value of the Brother in Lasallian works, the Church, and wider community.
		5.1.2	Revitalise the confidence of the Brothers in their self concept, as Brothers to each other, and to the wider community.
		5.1.3	Strengthen the strategy for recruitment, vocation promotion and initial formation of Brothers.
5.2	Community Life	5.2.1	Strengthen and animate community life in a way that values differences in personality, culture and age.
		5.2.2	Develop viability models for communities which takes into account people, leadership and financial factors.
		5.2.3	Develop new paradigms for community living inclusive of lay partners of both genders and members of other congregations.
		5.2.4	Promote opportunities to share spirituality and community life with people engaged in other ministries.
5.3	Brothers' Formation	5.3.1	Develop and promote formation programs in theology and catechetics for continuous renewal.
		5.3.2	Engage with practical and relevant strategies for mentoring and accompaniment across the District.
5.4	Community Leadership	5.4.1	Develop and implement a program for Community Directors which supports them in their pastoral leadership.
		5.4.2	Strengthen financial acumen in the management of community finances.
5.5	Health and Wellbeing	5.5.1	Maintain appropriate support services and programs to provide for the health and wellbeing of Brothers of all ages.

### SEIZING THE MOMENT -KEY DISTRICT RISKS, CHALLENGES & OPPORTUNITES



BR DAVID HAWKE - BR VISITOR / PROVINICAL

This Mission Assembly is an occasion when we "seize the moment" not alone but "together and by association" or as Br Robert Schieler stated in his December Pastoral letter: "set out in haste."

"Seizing the moment" invites us to take up the opportunities of this Mission Assembly and the process we have engaged in leading us to this point in time in the District. As we focus on opportunities there will be risks and challenges.

The formulation of a District Strategic Plan inclusive of five priorities is an opportunity for all to be engaged in moving forward as a District in the Lasallian Educational Mission. The operational goals in the five areas are achievable if we seize the moment prepared to "set out in haste" from this Mission Assembly and be proactive at the local, Sector and District levels.

The over-arching theme of the Strategic Plan is "The Promise of Vitality". The signs of vitality that we witness in the mission daily across the District are opportunities that we build upon in order that the Plan is a living and practical document. We have an opportunity to "seize the moment" committed to the fact that the Plan is much more than words on paper. All must own the Plan.

Strategic Priority 1: Fidelity to Mission in the preamble states: "The Lasallian charism as a practical expression of the Gospel is the inspiration for our commitment to mission". And yet we fail to mention evangelization and catechesis which were included in propositions coming out of the 45th General Chapter. Fidelity to mission challenges us to determine how we proclaim the gospel with the context of the four Sectors of the District. Fidelity to mission also challenges us to give the utmost priority to the safety of children and vulnerable adults entrusted to our care.

The sustainability of the mission in PNG and Pakistan is a major challenge and calls for Lasallians in Australia and New Zealand in developing their Sector Strategic Plans to give priority to these Sectors of the District. This District has for decades been generous with its resources and personnel in the global



Lasallian context, but our current reality must be more so than ever focussed on PNG and Pakistan. LMC, LFA and the various twinning programmes have enhanced the mission in both countries, but we are called in solidarity to do all we can for the sustainability and viability of the mission in both Sectors. To use an old-fashioned word, what sacrifices are we prepared to make so that the mission continues to be sustained in Pakistan and Papua New Guinea? At the same time, how are Lasallians in PNG and Pakistan going to seize the moment with their own plans for sustainability? In both countries there are now alumni locally and abroad who need to be reminded of their Lasallian identity and contribute to the mission. Who among the Lasallians from those Sectors are going to take up the challenge?

We are about to work on Strategic Priority 4: Governance and Leadership. To me, this is one of our greatest challenges but also an opportunity to "seize the moment" and perhaps take a risk or two!

The strategic intent calls for "new models of Governance and Leadership." What risks do we need to take in the next four years to put into place District leadership post 7 September 2022? What are the challenges? The operational goals are the challenges, calling us to take risks and think creatively. Are we going to "seize the moment"? The identification of future leaders, both Brothers and lay calls for a new way of thinking and taking bold initiatives in the years ahead. Let's not forget that 56% of people engaged in the Lasallian mission globally are now women. Women play a significant role across the District. How about in positions of leadership? We have come a long way in the collaborative leadership structures we have at LMC, MAC and Board levels and these all provide opportunities. But as we gaze into the lifespan of this strategic plan are changes called for in our structures given the declining number of Brothers in some Sectors and the increasing mission?

The strategic intent and proposed operational goals suggest challenges and opportunities but also propose risk. Are we prepared to take risks, in order to be Lasallians of vision?

In the Sector of Australia, the Royal Commission has made a number of recommendations that impact the governance of our Institutions at all levels including the Trustees of the De La Salle Brothers (District Council), the Lasallian Mission Council, and the Boards of yourtown, the Lasallian Foundation Australia and the schools. Rather than waiting to be told by external Church or government bodies we do "seize the moment" and take up the challenges that the Royal Commission places before us. As a District of four Sectors, the safety and well-being of children and vulnerable adults as stated must be our number one priority.

Strategic Priority 5 "Brothers Today" is best placed within the agenda of the July District Chapter. However, the involvement of Delegates at the Mission Assembly hopefully will engender insights for the consideration of the Brothers when they meet at the Chapter. My only challenge to this assembly is that you continue to value the role of the Brothers in the mission and that you engage proactively with them to promote the vocation of the Brother. We speak often of the partnership between Brothers and lay Lasallians in the mission and I have said often "no Brothers no partnership." Regrettably in some parts of the world the time is approaching when no Brothers will be available for mission with 2027 being the crunch year. So how do we "seize the moment" and promote the vocation of the Brother along with other Lasallian vocations?

Anything we take on has an element of risk and if we are not prepared to risk we stagnate. Over almost 18 months we have engaged in an extensive consultation leading to this assembly. We took a risk in embarking upon a rather ambitious programme over four countries. The risk paid off as the draft plan unfolded month by month. A key risk even though our work is yet to be completed this morning is that all stakeholders do not buy into the Plan. Its implementation is yet another challenge that we take up locally and at Sector and District levels.

LMC, the DC, MACs, Sector Councils and Boards must be prepared to "seize the moment" and take the necessary risks to implement the Plan once approved. Each of the four Sectors must take up the outcomes of this Assembly and implement the Plan at the local level.

We move forward very much aware that "Lord the work is yours."

Mission Assembly Preparatory Committee (From Left to Right) Mr Chris Barrett (Facilitator), Br Chris Gorringe, Mr Merv McCormack, Ms Julie Alibrandi, Ms Tracy Adams, Br Thomas Yapo and Br Lewis Harwood.





### **GLOSSARY OF TERMS**

ANZPPNG - The acronym for the District of Australia, New Zealand, Pakistan and Papua New Guinea.

**AUSMAC** - Australian Mission Action Committee.

**Auxiliary Visitor** - A Brother who is formally appointed to assist the Brother Visitor and to act as a substitute for him in his absence.

**Brother Visitor** - Religious Superior of the District, equivalent to the term "Provincial" used in most religious congregations.

**Canon Law** - The official compilation of the laws (called "canons") of the Catholic Church.

CIAMEL - International Council for Lasallian Association and the Educational Mission.

**District** - A geographically-based administrative area in a region containing enough Brothers to form an official, canonical, administrative unit in the Institute under the direction of a Brother Visitor; most other religious congregations use the term "Province" rather than District.

**District Council** - The key advisory Council of the Br Visitor, at least two-thirds of the members of which are elected by the District Chapter.

**District Chapter** - The highest decision-making and direction-setting gathering of Brothers in the District, undertaken every four (4) years to set directions and formulate legislative acts, including formulation and/or review of District Statutes and election of District Council members; decisions and Statutes are subject to the approval of the Superior General.

**District Statutes** - Local organisational arrangements for a District, established by a District Chapter and requiring the approval of the Superior General.

**Economic Council** - The District's financial advisory group which provides advice to the Brother Visitor and District Council.

**Executive Director** - The title of the chief executive officer of the Lasallian Mission Council.

**FSC** - Acronym (Latin) for **F**ratres **S**cholarum **C**hristianarum (= Brothers of the Christian Schools), sometimes used after a Brother's name to connote his membership of the De la Salle Brothers; in recent times the acronym has also been serendipitously used to connote three essential identifiers of "being Lasallian", namely **F**aith, **S**ervice, **C**ommunity.

**General Chapter** - An assembly of Brothers representing all Districts, held every seven years; the highest decision-making body of the Institute.

**General Council** - International Leadership advisory body made up of nine General Councillors from across the Regions, with the mandate of advising and supporting the Superior General.

**General Councillors** - Nine Brothers (some elected, some appointed) who assist the Superior General in the governance and administrative work of the Institute.

**GRI** - Gerard Rummery Institute – entity charged with responsibility for development and delivery (through LMS) of formation and professional development opportunities, under the auspices of the LMC.

**Institute** - The technical name of the religious congregation, Brothers of the Christian Schools, known in Australia as De la Salle Brothers and elsewhere also as Lasalle Brothers.

**International Assembly** - An assembly of lay-partners representing all Districts, usually held in the year preceding a General Chapter.

**LFA** - Lasallian Foundation Australia – more accurately, the Australian Lasallian (Asia/Pacific) Foundation; the overseas aid organisation established to provide support primarily for Lasallian schools and works of countries in South East Asia; LMC assumed "ownership" (as company member) of LFA in 2018.

**LMC** - Lasallian Mission Council – an incorporated entity, with a Board comprising a minimum of 50% lay Lasallians, with delegated overall responsibility for the coordination and integration of mission on behalf of the District; LMC responsibilities are to include a governance mandate as company member (owner) of the six incorporated works in Australia; the term LMC is often used to refer to the Board itself which currently has eight members (Company Directors).

**LMS** - Lasallian Mission Services — operational arm of the Lasallian Mission Council, with direct responsibility for the delivery of formation and youth ministry programs, for the authentication of the Lasallian character of schools/works and for the coordination and support of the District's mission.

**Lasallian Volunteers** - Young people who volunteer for a period of time, usually a year (or more), in works across the District.

**MAC** - Mission Action Committee – a group of Lasallians in each Sector who have delegated responsibility for coordinating, monitoring and initiating mission activities/services within the Sector; the MACs are accountable to LMC.



**Mission** - Used traditionally across the Institute to describe its fundamental purpose in the statement, "the mission of this Institute is the human and Christian education of young people, especially the poor"; the term used to summarise collectively Lasallian schools, works and services.

**Mission Assembly** - A convention held for Lay Partners and Brothers from across the entire District, generally held every 4 years prior to the District Chapter and comprising at least two-thirds lay Lasallians.

NZMAC - New Zealand Mission Action Committee.

**PAKMAC** - Pakistan Mission Action Committee.

**PARC** - Pacific Asia Regional Conference, referring to the group of Districts in the Pacific Asia part of the Institute, namely: ANZPPNG, LEAD (Lasallian East Asia District), India, Sri Lanka, Vietnam.

**PJP** - Public Juridic Person - Canon law defines a PJP as 'an aggregate of persons or of things which are established by the competent ecclesiastical authority, so that, within the limits allotted to them, they might in the name of the Church and in accordance with the provisions of law, fulfil the specific task entrusted to them in view of the public good'. (Can. 116 §1). "Put more simply, a PJP is a Church organisation that is able to act in the name of the Universal Church" (Mercy Partners website); a PJP is a legal entity within the Catholic Church which has its own identity and authority; examples are Mercy Partners, Mary Aikenhead Ministries and Edmund Rice Education Australia; LMC is NOT a PJP — it falls directly under the mandate of the Br Visitor and acts with delegated authority.

**PNGMAC** - Papua New Guinea Mission Action Committee.

**Sector** - A geographic sub-unit of a District; the District of ANZPPNG has four Sectors, namely: Australia, New Zealand, Pakistan and Papua New Guinea.

**Superior General** - Religious (Brother) leader (at the global level) of the Institute of the Brothers of the Christian Schools (De La Salle Brothers).

Trustees - The Trustees of the De La Salle Brothers, a legal entity incorporated in NSW.

**Twinning** - A program which fosters partnering and other relationships between schools/works, providing mutual support.

E&OE - Errors and Omissions Excepted – a form of pre-emptive apology in case there are any key definitions missing or some of the descriptors are not quite right!

