

# DIRECTORY FOR CLARETIAN EDITORS

## June 2015

### I. PURPOSE OF THE DIRECTORY

1. The need for some basic orientation for the apostolic activities of the Congregation in the field of the mass media has been repeatedly voiced by the persons in charge and their superiors. The aim of such directory is to strengthen faithfulness to the Claretian charism and foster better collaboration among all the Claretians working in this area<sup>1</sup>. These orientations will have major importance in activities related to mass media promoting a more meaningful and coordinated use of this means. They will be especially helpful in recently created Claretian Organisms.
2. The DIRECTORY FOR CLARETIAN EDITORS seeks to provide a framework within which to program, evaluate and coordinate the activities of the Congregation in the field of social communications. The directives and policies of this Directory should become the guiding criteria for those in charge of such apostolic works as well as for the Superiors of the Organisms to which they belong.
3. The orientations and norms of this Directory apply to the persons in charge of mass media, related apostolic structures and to the Governments of the Major Organisms to which these activities belong.
4. Each editorial staff must elaborate its own ACTION PLAN, taking into account the orientations of this Directory, or adjust their plan if they already have one. The new editorial activities which are created should be constituted in accord to what is found in this directory.
5. The contents of this Directory apply also to other Claretian media apostolate.

### II. MOTIVATION

5. **Saint Anthony Claret** realized the enormous importance of the use of the press for evangelization. We know about his intense activity as a writer and publisher from the 1843 edition of his *CAMI DRET*, a little pamphlet of just 48 pages. We know Claret's thoughts on the ministry of the written word in the way he speaks about means for the apostolate in his Autobiography. He dedicates a considerable amount of space to publications<sup>2</sup>. This interest of Claret crystallized in concrete projects, such as the best known LIBRERIA RELIGIOSA (Religious Bookstore), which produced over 2,800,000 books and more than 5,000,000 pamphlets and handouts between the years of 1848 and 1866.

Through this ministry, Claret wished to reach out both to the general public and to ministers - priests, seminarians, religious, and lay people. His works give testimony to this.

In different ways he implicated laity in this ministry, accommodating himself to the different social and cultural circumstances of the places where he worked.

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<sup>1</sup> The international Encounters of Claretian editors held in recent years (Frankfurt, 1989; Chicago, 1992; Barcelona, 1995; Madrid, 1997; Sao Paulo, 2001; Manila, 2004) have been important steps in this direction.

<sup>2</sup> See numbers 310-333 of S. Anthony M. Claret Autobiography.

The interest of St. Claret in this ministry, as writer as well as publisher, was constant throughout his life. This fact is repeatedly expressed in his correspondence where he invites his friends to collaborate and help financially in projects to publish books, magazines, and other Catholic literature<sup>3</sup>.

**6. The Congregation** inherited this trait of its Founder and has shown a great creativity and influence in the publishing world, although perhaps has not reached the level that the Founder would have wished. If it is true that the activities of the new Congregation were initially focused on the preaching of popular missions and retreats, we can also firmly state that the Founder saw the ministry of the press as an integral part of the activity of his budding Institute<sup>4</sup>.

Later on, at different stages of the Congregation's history and according to the various circumstances where Claretians found themselves, this apostolate was always fostered. It all began with the publication of the *Bulletin of the Heart of Mary* in 1889 in the city of Bilbao (soon after to be called *Iris de Paz*). This can be considered the first significant effort in this field.

Through the literary works of some Claretians, together with the publishing of books and magazines, the Congregation has progressively built quite a reputation. Particular mention should be given to the publishing efforts on the popular level as well as those geared to the training of priests, religious men and women and lay people in ministry.

Other media, such as radio and audiovisual materials, were later added to print.

**7. At present, the Congregation** is involved in this apostolic task through Claretian publishing houses, magazines of various types, along with audiovisual and multimedia projects. Generally, these enterprises are property of specific Provinces but some belong to the General Government. Apart from some materials of a more specialized nature, Claretian publications are generally characterized by their popular nature with particular attention to spreading the Word of God and training evangelizers.

**8. The General Chapters of the post-Vatican II period** have addressed this apostolic task and have offered some criteria to promote and guide it.

*The 1967 Chapter* asked that greater attention be given to this aspect of apostolic action, by training Claretians for this ministry, organizing it more effectively at the Congregational level and especially incorporating laity.

In its evaluation, *the 1973 Chapter* stated that Claretian ministry in this area was very modest and asked for a stronger commitment in this apostolate "in keeping with the demands of our Claretian vocation."

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<sup>3</sup> There is a letter of August 31, 1864, in which he was asking Father José Quintana to get in contact with Father José Xifré Superior General of the Congregation of Missionaries, because "the Congregation will cooperate in this ministry."

<sup>4</sup> A proof of this is his insistence that the missionaries collaborate with Dr. Caixal, a friend and good collaborator of S. Anthony M. Claret who became afterwards Bishop of Urgell, who was in charge of the Religious Bookstore. Claret himself called Caixal "brother"--a title reserved for members of the Congregation. The correspondence of the Founder with the missionaries, and in particular with Father Xifré, is very explicit about this very important dimension of missionary evangelization.

The document "The Mission of the Claretian Today" of *the 1979 General Chapter*, does not directly deal with ministry through social communications except for a brief call to use this means for the building of a more human and Christian community. However, in its description of the options for mission, it lists the traits that should always characterize the pastoral action of Claretians. Here it makes a clear reference to congregational structures in this apostolic ministry. The options of the congregation for mission must be the orientation of our publications or other initiatives in communications. At the same time, it identifies the preferential recipients of our evangelization. The document suggests where to situate our productions.

The evaluation of ministries required by the Congregation in *the 1985 Chapter* is to be assumed by all Claretians working in the area of social communications. A response to the orientations of the chapter requires: (1) the examination of each one of our enterprises in the light of the criteria expressed through the mission options of the 1979 chapter; (2) the elaboration of a pastoral plan for each one of them; (3) an effort on the part of all who work in this area to support the implementation of new Claretian initiatives in Africa and Asia.

*The 1991 General Chapter* reaffirmed the importance of the ministry of the written word and encouraged us to creativity in our apostolic action as Servants of the Word.

*The General Chapter of 1997* invites us to take advantage of the possibilities for evangelization offered by the new technologies of communication<sup>5</sup>.

Finally, the *Chapter of 2003* recognizes that our presence in the world of communications media is still not very significant and dispersed; it invites us to continue coordination in this field following the Chapter priorities<sup>6</sup>.

**9. The orientations of the universal Church** demand a serious and practical commitment in the use of social communications media for evangelization. The Congregation finds in these directory powerful motivation for apostolic action in this area and also some basic criteria for planning and evaluation.

Those Claretians who devote themselves to this apostolate should carefully study the Vatican Council documents "Gaudium et Spes" and "Inter mirifica", the pastoral instruction "Communio et progressio"<sup>7</sup> and "Aetatis novae"<sup>8</sup> of the Pontifical Council for Social Communications (May 23, 1971) and other recent Church documents on this topic.

The call to enhance pastoral action utilizing social communication media has more emphasis in Pope Paul VI's apostolic exhortation "Evangelii Nuntiandi"<sup>9</sup> and, particularly, in John Paul II's powerful and urgent call to enter decisively in the new areopagus of the world of communications issued in his encyclical "Redemptoris Missio"<sup>10</sup>.

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<sup>5</sup>IMP 50.5.

<sup>6</sup>TMHL 32, 44 y 68.

<sup>7</sup> Published on May 23, 1971.

<sup>8</sup> Published on February 2, 1992.

<sup>9</sup> EN 45.

<sup>10</sup> RMi 37.

10. Claretian media apostolate is to develop within a **particular social and cultural context** that must be critically accepted and understood. Thus, it is necessary to carefully study the orientations of the local Church (at the continental, national or regional levels) and place our apostolic enterprises within this frame of reference. It is to be encouraged the presence in the so-called 'digital continent'.

### III. PASTORAL ORIENTATIONS

11. Gathering all this wealth of tradition from Claret and the Congregation, we define Claretian activities in the area of social communications as actions aimed at proclaiming the gospel. Without denying the necessary broad scope needed by editors, from the perspective of our charism, we are presented with core issues to which priority should be given in all our projects in the field of social communications:

11.1. *The Word of God.* Our publishing houses, magazines, etc. should give priority to:

- \* Publication of the Bible, alone or in cooperation with other publishing entities.
- \* Production and diffusion of materials designed to foster a better understanding and pastoral use of the Bible.

11.2. *Missionary dimension.* As missionaries, we cannot direct our message simply to believers; rather, we must specifically address those who have lost the religious meaning of their lives or do not share our Christian faith. Dialogue with these persons must find a place in the topics and products of our publishing houses, magazines, and audiovisual centers. Our publications should also promote the missionary activities of the Church and the Congregation.

11.3. *Popular evangelization.* This deals primarily with creating and producing materials designed to help Christians deepen their faith and affirm their identity within various cultural contexts and at the same time foster tolerance and openness to dialogue. Our publications should also highlight the Marian dimension so much stressed and promoted by our Father Founder. The message of the media we use in popular evangelization should protect and promote the cultures of the people we serve. It should also discover and highlight the gospel values present in such cultures.

11.4. *Multiplication of evangelizes.* It is necessary to continue to make available materials designed to train evangelizes, both religious and lay. This also implies that at the same time special efforts be made to create materials to assist these evangelizes to carry out their mission.

11.5. *The prophetic dimension.* In accordance with our missionary options, what is published should promote justice and peace, take a stand for those who are impoverished and marginated in society, and contribute to the public awareness regarding a respect for creation (ecology and the environment).

12. In order to make all the above elements operational and insure that the criteria expressed in this directory be propagated, each activity (a publishing house, magazine, audiovisual center, etc.) must have an EDITORIAL PLAN, that, like this Directory, will deal with its pastoral as well as organizational aspects. Such a plan must be approved by the Provincial or General Government depending on competency. The respective Government on its part, will see to it that the Plan of the project dovetail with the Mission Plan of the Province or the General House. The

governments of the organism of the congregation will ensure that some Claretians be adequately trained in the area of Mass Media.

13. Both the directors and the Provincial or General Government using the goals and objectives of the Editorial Plan, must periodically evaluate what is produced and correct any possible departures from these goals and objectives.

#### IV. MANAGEMENT AND ORGANIZATION OF THE ACTIVITIES

14. Normally the publishing activities of the Congregation will be officially established and registered as a business. The constitution of such enterprises corresponds to the Government of the Major Organism to which the activity belongs, or to the General Government for the General Houses.

15. Any publishing activity must always clearly state its **objectives**. These objectives must integrate:

- 15.1. The Evangelizing plan of the Major Organism;
- 15.2. The possible needs of the Church, social and cultural needs;
- 15.3. The orientations of this Directory listed in article n. 11.

16. Once the objectives have been established it will be necessary to specify the **resources** necessary to implement the plan:

16.1. **Human resources** available, be it personnel from the Province or lay personnel capable of assuming the spirit of the plan, who are suitably and professionally trained.

16.2. **Financial resources** available both in the initial stages and in the intermediate phase until self-sufficiency is reached.

16.3. **Technical assistance** available to the human resources and to those who are managing the financial resources in each stage of the plan, according to real needs and in order to achieve cost-efficiency in keeping with the plan.

17. In developing any editorial activity certain **basic criteria** must be met:

17.1. Every aspect of the planning and producing processes should assume the criteria and orientations of the Editorial Plan.

17.2. Legal regulations both at the civic (economic, social, labor laws) and congregational levels should be always respected by the management.

17.3. Professional criteria for management should be employed. This demands a high level of professionalism in all areas, both in the initial structuring phase and in the management of the activity, and in the use of technology. Teams and leaders must avail themselves of professional technical advisory services and promote the continued training of personnel.

17.4. A Claretian publishing enterprise must generally be cost-efficient and profitable, using its own resources and income, or supported by dependable external funding, since this:

- assures the life of the enterprise and with it, continuity in the service of evangelization,

- allows for a permanent updating process to respond to changing needs of the times,
- makes possible the building of reserve funds, both obligatory and voluntary,
- makes it possible to use profits to contribute to the general works of the Province and the Congregation,
- and besides, allows for the production of materials considered to be pastorally important but financially not viable.

17.5. All those who comprise the publishing house, from within their different responsibilities, should engage in continuing formation in its spiritual dimensions as well as in the technical ones.

18. The Editorial Plan must always include a **vision for the future**. At the outset it must have as its objective the complete structuring of the enterprise (for instance, self-sufficiency, sufficient human and technical resources, and also profitability). Once consolidated, it must see to it that its always to be desired growth, not be uncontrolled, but planned and in line with its goals and objectives. It should never be motivated by an excessive desire for profit.

19. According to the needs which arise from its purpose and makeup, each publishing enterprise must have good **organization** prompted by good management techniques. This organization requires the definition of the different areas of activity (management, treasury, production, distribution, marketing), a developed flow-chart of the roles of personnel and clear job descriptions.

20. In general terms, always taking into account the makeup of each individual enterprise, **the following three elements of a basic structure are recommended:**

20.1. An **Executive Board**, with the Major Superior or his representative as president, and the maximum authority of the enterprise. It will be the competence of the board to elaborate the Editorial Plan, approve the yearly report and budget, supervise the enterprise, when needed present to the Provincial or General Government the names of the persons considered most fitted for the jobs of Editorial Director, Financial Manager or other important positions.

20.2. An **Editorial Board**, under Editorial Director who is president, be responsible for following the directory decided by the Executive Board regarding publications.

20.3. **Management and Financial Board**, under the presidency of the Editorial Director, to be responsible for all the matters regarding personnel and the decisions about new editions of works already published, reprints and the edition of works not included in the Publications' catalogue. In addition, it will be in charge of administrative, economic and financial management and of decision-making on these subjects, always under the directives of the Administrative Council.

20.4. The **Director of the publishing house**, who is named by the corresponding Major Superior, is directly responsible for the operation of the activity before the Administrative Council.

20.5. The **manager or administrative person in charge** is the one who oversees the technical operations of the company.

21. When the volume of editorial activity is not large enough to need to constitute three boards, other alternative structures could be established. However, in any case, the three aspects mentioned in article 20 should be duly covered. As the activity grows, the organization proposed by this Directory is recommended.

22. Each editorial activity, because of special circumstances, can substitute the above indicated Boards with an alternative structure that can guarantee strict control of the enterprise and the smooth coordination of its different sections.

23. In the case of periodicals or other periodic publications, the norms regarding organization should be accommodated according to the special circumstances.

24. Although management roles should not be unnecessarily multiplied, because of the volume of activity, it may be advisable to **distribute and define leadership roles among an editorial director, manager, finance manager and department managers**. The director will always be appointed by the Major Superior under whose jurisdiction the activity exists.

25. The success of any enterprise ultimately depends on the possibilities and strengths of its human resources. It is therefore very important to **select personnel wisely**. A general rule would be not to hire personnel unless the economic volume of the enterprise justifies and allows it.

25.1. For the selection of personnel, besides the professional qualifications of the person, also to be considered is his or her ability to be in tune with the Claretian editorial plan, and even his or her adhesion to it. This attitude must be taken into consideration particularly in hiring for leadership positions.

25.2. In drawing up contracts, the legislation of each country must be strictly adhered to.

25.3. In regards to working conditions not directly derived from the contracts, the dignity of the person and the quality of the environment must always be respected.

26. In its plan, each editorial enterprise will set up the mechanisms it considers most effective to **evaluate the functioning of the activity and the fulfillment of its objectives**. It will also determine the frequency of such evaluation.

27. It is highly recommended that the editorial staff applies for membership and participates in the different associations of editors, both civic and ecclesiastical, that exist in its area,.

## V. COORDINATION AT THE CONGREGATIONAL LEVEL

28. The General Prefect for the Apostolate is responsible for the development and coordination of this apostolic area within the Congregation. To help him in this task the General Government could appoint a General Coordinator, whose roles are described in this Directory (n. 32) and with tenure of three renewable years. And the

General Government, if it deems opportune, could appoint a small advisory council to the general Coordinator.

29. The collaboration will be fostered between the different Claretian publishing houses, or with other apostolic activities involved in communications media, both on the congregational and inter-province levels.

30. To this end, the Encounters of Claretian Editors will be promoted both at the general and zonal levels. At these encounters different topics related to the work of the editors could be discussed.

31. The organization of the general encounter corresponds to the **General Coordinator** along with the General Prefecture of Apostolate in collaboration with the local publishing house or center where the encounter is to be celebrated, the one of the zones to editorials interested in coordination with the Provincial Prefects of Apostolate.

32. The roles of the General Coordinator are:

32.1. To be at the disposition of the General Government and the Provincial Governments to make advisory or evaluative visits to different editorial activities (publishing houses, magazines, audiovisual production centers, etc) in the Congregation.

32.2. To foster and coordinate communication among all the Claretians and congregational activities working in the field of social communication.

32.3. To organize and coordinate training workshops or seminars for Claretians (and their collaborators) who work in this field, or provide information regarding opportunities and activities held in various places.

32.4. On behalf of the Congregation, to keep in contact with international organizations both ecclesiastical, ecumenical or civic, concerned with publishing or communications media.

32.5. To organize, along with the Prefecture of Apostolate and the local publishing house, the general encounters of Claretian publishers.

32.6. There should be a close collaboration and coordination between publishers and other areas of Mass Media.

33. The partial financing of General Encounters of Editors and activities of the General Coordinator will be covered by the General Government according to an annual budget approved by them. Claretian enterprises in the field of publishing and communications will collaborate in the financing of General Encounters. The financing of the zonal Encounters will be covered by the Organisms and the editorial groups of the particular zone.

34. This Directory will take effect beginning with their approval and promulgation by the General Government.

35. The interpretation and modification of this Directory is the domain of the General Government of the Congregation.



## SUPPLEMENT

*For the editorial houses that may be interested, we offer a guide with some elements about diverse organizational aspects that may be integrated in the proper editorial project in accordance with the particular circumstances of each one.*

### *1. The executive board, which will be composed of:*

- a) a representative of the government of the Major Organism,
- b) the director of the editorial house;
- c) the manager and/or administrator;
- d) the Claretians who work in the editorial house or, at least, a representation of the same;
- e) some other expert person appointed by the Provincial Government on the suggestion of the executive board itself.

*It will be the duty of the executive board, as the highest authority in the management of the enterprise:*

- a) to draft the pastoral project of the editorial house (n. 14);
- b) to undertake the periodical evaluation of the fulfilment of the project (n. 13) as well as of the business management of the venture;
- c) to approve the management report, the finance report and the annual budget;
- d) to determine the changes or adjustments that it may consider necessary;
- e) to propose, if needed, to the Provincial government, the name of the possible director;
- f) to appoint the manager and/or administrator;
- g) to appoint the members of the editorial board that may be needed.

### *2. The editorial board, which will be composed of:*

- a) the director of the editorial house;
- b) the literary director (should there be one);
- c) two or three more persons that are competent, in the opinion of the executive board.

*It will be the competence of the editorial board to execute in the concrete production to the editorial line as defined in the project. To this end:*

- a) it will have the ultimate authority in the acceptance of works or products that will compose the editorial catalogue;
- b) it will elaborate the annual (or semi-annual...) plan of publications.

### *3. The operations board*

The aim of the operations board will be to facilitate the direction of the editorial activities, to exercise a more direct control on the functioning of the enterprise and to take some concrete decisions that will be specified later.

It will be made up of at least three members: the director, the subdirector - should there be one, the manager or administrator, a member of the editorial board. Depending on the questions to discuss, the director could invite as needed other members of the editorial or executive board. The board itself will establish the frequency of its sessions.

*The main areas of the operations board are:*

- a) to approve the publication of those ordered works that do not constitute part of the editorial line-up;

- b) to approve the reediting of reprinting of the works that are part of the editorial line-up:
- c) to propose or discuss the questions of hiring or dismissal of personnel, as well as the policies on salaries and in general all the relevant questions related to the personnel:
- d) to systematically control the administrative, economic and financial development of the company and to decide upon the opportune operating paths to reach positive results at all levels of management, according to the directive of the Administrative Council.

*4. Director:*

The director of the editorial house will always be appointed by the Major Superior and his council, after hearing the executive board. The position will have an indefinite duration and it can be revoked or changed at the discretion of the person who made the appointment. The director will be responsible to the Major Superior for the orientation and the activities of the editorial house. It will be up to the director to designate the objectives in the medium and long range, in accordance with the strategy that he deems advisable, taking into account the definition of the orientation of the enterprise as proposed by the executive board.

*5. Manager or administrative supervisor:*

It will be the duty of the manager or administrative supervisor to assume the execution of the enterprise:

- a) to prepare the budget of the financial exercise that will be presented to the executive board;
- b) to optimize the cost of the operation and the production;
- c) to establish the flow-chart of responsibilities within the enterprise;
- d) to define the functions of the supervisors;
- e) everything that pertains to the personnel.

*6. Department chiefs:*

When the number of employees in a department and the volume of activity advise it, department chiefs should be appointed, with detailed position descriptions and salary ranges.