

Marianist Lay Community of North America

Leadership Model 2018

TABLE OF CONTENTS

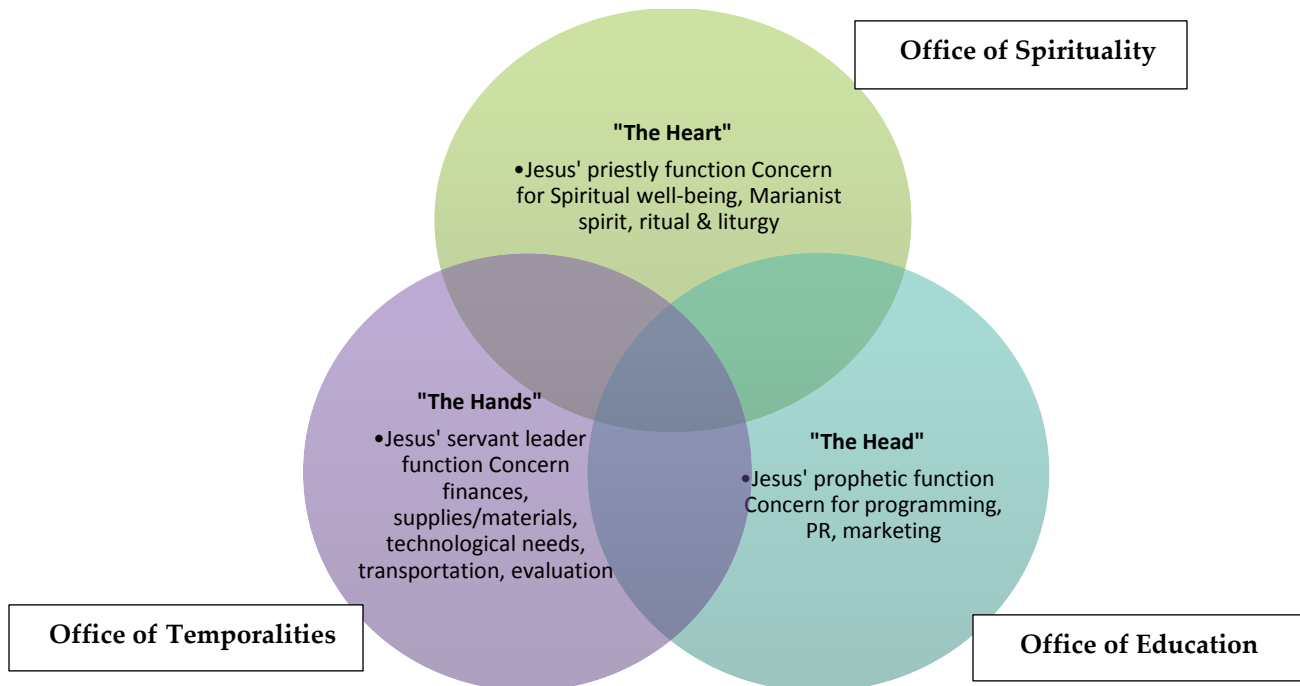
Leadership Model Plan 2014

- I. Marianist Lay Community of North America (MLC-NA)
Leadership Council**
- II. Organizational Chart**
- III. Proposed MLC-NA Leadership Model**
- IV. Specific Duties and Responsibilities**
- V. Appendix**
 - Other Support Positions**

I. Marianist Lay Community of North America (MLC-NA) Leadership Council

The MLC-NA Leadership Council will be organized according to the “Three Offices” of Fr. Chaminade: Zeal, Instruction, and Temporalities.¹ By so doing, the Leadership Council will embrace the concerns of Jesus Christ, son of Mary, as priest, prophet, and servant-leader, that is, by the way Jesus prayed, taught, and worked.

The Office of Spirituality (Zeal) encompasses prayer life, formation in the Marianist Charism, community building, and fostering interdependence. The Office of Education (Instruction) emphasizes rootedness in Marianist heritage, communications, Communitying, and programing. The Office of Temporalities involves hospitality, material resources, finances, justice concerns for the marginalized, and stewardship of God’s creation.



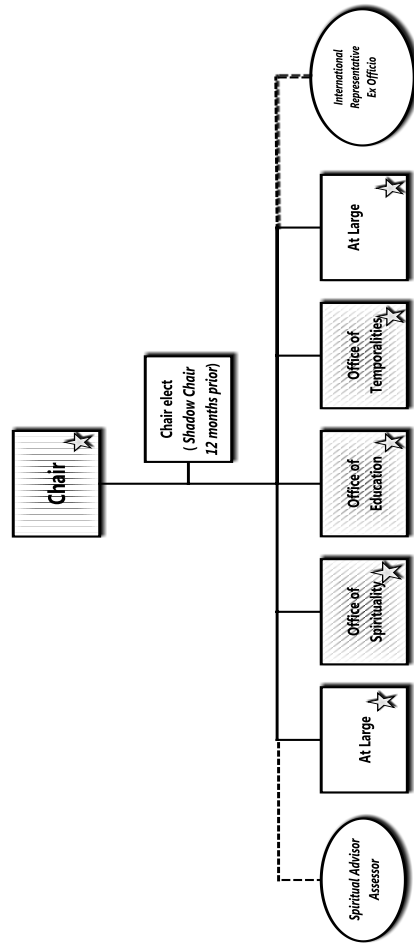
The Leadership Council are Marianist Laity who are:

- Formed in the Catholic and Marianist Tradition
- Committed to the Marianist Charism, values, and mission
- Characterized by honesty, integrity, and conscientiousness
- Skilled servant -leaders who operate with a collaborative style
- Experienced in Marianist Life (i.e. MLC members, Affiliates, etc.)
- Capable of establishing mutually beneficial relationships with diverse groups of people.
- Engaged in life-long learning, prayer, self-reflection, and development
- Motivated to inclusively invite others to embrace Marianist values and vision

¹ Joseph Stefanelli, S.M. “Our Marianist Heritage” revised edition, 2003; & “Things Marianist: *How Are the Three Offices like an Orchestra*” published by NACMS

II. Organizational Chart - effective July 2017, all previous 4-year terms are now 3 years.

Marianist Lay Network of North America Leadership Team



↑ Elected to Position
4 year term (+ 1 year elect)

↑ Elected to Council (Discern Office)
4 year term + (1 extension)

↑ Appointed or Invited by Council
4 year term + (1 extension)

☆ Voting Privileges

5-14-2014

III Proposed MLC-NA Leadership Model

Three Office Structure

- **Chair** - 3 year term, plus 1 elect year, Member of the Corporation, Voting Member²
- **Chair Elect** - Transitional Position (elected). Year of formation and Elected 1 year prior to Chair's transition)
- **Office of Spirituality (Head)** - 3 year term (renewable), Member of the Corporation, Voting member³
 - a. Task Support Volunteer (2-3) as needed
- **Office of Education (Head)** - 3 year term (renewable), Member of the Corporation, Voting member⁴
 - a. Coordinator of Communications (Invited/Appointed)
 - b. Meeting Assistant (Minutes Keeper) (Invited/Appointed)
 - c. Task Support Volunteer (Assembly Liaison)
 - d. Task Support Volunteer (2-3) as needed
 - o Marianist Family Regional Council Representatives/Area Representatives
- **Office of Temporalities (Head)** - 4 year term (renewable), Member of the Corporation, Voting member⁵
 - a. Treasurer (Invited/Appointed)⁶
 - b. Task Support Volunteer Marianist Social Justice Collaborative Delegate (Invited/Appointed)
 - c. Task Support Volunteer (2-3) as needed
- **Two at Large "Counselors"** (Invited by Leadership Council)
 - a. Could possibly be Administrator of Communications
 - b. Will be balanced demographically; for example, by age and region

² "MLNNA By-Laws Amended 2003-07" Article 4 & 7e; & "MLNNA Membership Leadership 2005" p. 2

³ "MLNNA By-Laws Amended 2003-07" Article 4 & 7e; & "MLNNA Membership Leadership 2005"

⁴ "MLNNA By-Laws Amended 2003-07" Article 4 & 7e; & "MLNNA Membership Leadership 2005"

⁵ "MLNNA By-Laws Amended 2003-07" Article 4 & 7e; & "MLNNA Membership Leadership 2005"

⁶ "MLNNA By-Laws Amended 2003-07" Article 7c

- **International Representative** *Invited Guest if from North America, (Non-voting)*
- **Spiritual Advisor “Assessor”** (Invited/Appointed), *(Non-voting)*
- **Elections**
 - a. Elections are held for Chair⁷
 - b. One year prior to Chair’s transition, elections are held for Chair Elect
 - c. Elections are held for Three Offices positions⁸
 - d. Election process is evolving, Vetting, Nominations, Electronic Voting
- **Terms**
 - a. Chair 3 years; no extension
 - b. Offices and “At Large” 3 years; one extension of three years
 - c. Invited/Appointed Positions 3 years; one extension or duration of task
 - d. Elections take place in Fall of each year. Terms begin the following January.
 - e. Extension decision and Leadership vote of the Office Head’s extension decision will be made in “April” of the Election year.
 - f. Determine how to handle replacements mid-term?
 - g. Extension would be granted by two-thirds of the Leadership Council voting members by a majority vote

⁷ “MLNNA By-Laws Amended 2003-07” Article 4, 7e; & “MLNNA Membership Leadership 2005” p. 2-3

⁸ “MLNNA By-Laws Amended 2003-07” Article 7

IV. General Duties and Responsibilities of the Leadership Council

- Carry out duties of elected/invited office or assignment
- Perform tasks and action items from conference call meeting and be accountable for such duties⁹
- Be intentionally present to membership through an ongoing process of listening to the body and leading in light of what they hear.
- Embody key characteristics and values of the Marianist Family including hospitality, community, equality among all, authority being “Role without Rank,” inclusivity, accountability, mission oriented to justice concerns/identification with the poor.
- Lead membership to collaborative efforts between religious and lay branches.
- Commit to their own individual formation in the Marianist charism.
- Be responsible and accountable to membership for goals and bylaws established.¹⁰
- Maintain frequent contact with each other, membership, and the broader Marianist Family through established communication channels (i.e., face-to-face, text, e-mail, newsletter, direct phone contact)
- Collaborate with Regional and national Marianist Family Council leadership members as requested or needed¹¹
- Be involved in the overall selection of individual “Office Task Support” persons to assure best qualified individuals are considered and invited.
- Participate in monthly conference calls, the bi-annual Leadership Council retreat, and Continental Assemblies.

⁹ “MLNNA By-Laws Amended 2003-07” Marianist Lay Community By-Laws Article 7; & “MLNNA Membership Leadership 2005” p. 5 & “MLNNA Articles of Incorporation and Original By-Laws” Articles 4 – 7

¹⁰ “MLNNA By-Laws Amended 2003-07” & “MLNNA Membership Leadership 2005” & “MLNNA Articles of Incorporation & Original By-Laws” & “Decree of Ecclesial Recognition” Feb. 2006

¹¹ “MLNNA By-Laws Amended 2003-07” Article 2

Chair

Summary

The Chair of MLC-NA will provide leadership and direction to the organization. The Chair will play an integral part in stimulating membership to live and grow in a lay expression of Marianist commitment. The Chair will nurture a culture within MLC-NA that promotes Mary as Christ-bearer as its model and advances mission actions of justice and service to the marginalized. He or she will provide support, direction, and mentoring to those working and volunteering in support of MLC-NA. He or she will be accountable to membership regarding the Leadership Council's accomplishment of established goals and adherence to by laws. The Chair will embrace the Marianist Charism and give witness to the vision/mission of MLC-NA.

Specific Duties and Responsibilities

- The Chair is an Officer of the Corporation and President for the Corporation¹²
- Upon taking office, the Chair, in consultation and with and collaboration of the Leadership Council, will provide to membership¹³ a vision and work plan with prioritized actions, and dates to accomplish goals in support of the Vision/Mission/Values Statements of the Strategic Plan.
- Animates the office heads by encouraging each in their own distinct vision to every discussion, holds the tensions together and directs the Council toward a common end through a creative synthesis¹⁴ of the emphases of each office.
- Facilitates the Leadership Council meetings & conference calls.
- Attends and is a contributor to the Marianist Family Council of North America meetings as official MLC-NA representative and a voice for all Marianist Laity and represents MLC-NA to other branches of the Marianist Family.¹⁵

¹² “MLNNA By-Laws Amended 2003-07” Article 7; & “MLNNA Membership Leadership 2005” p 3

¹³ “MLNNA By-Laws Amended 2003-07” Article 3; & “MLNNA Membership Leadership 2005” p. 1

¹⁴ Joseph Stefanelli, S.M. “Our Marianist Heritage” revised edition, 2003; & “Things Marianist: *How Are the Three Offices like an Orchestra*” published by NACMS.

¹⁵ “MLNNA By-Laws Amended 2003-07” Article 2; & “MLNNA Membership Leadership 2005” p. 2

- Accountable for the fiduciary responsibilities of MLC-NA and assures transparency.¹⁶
- Initiates the annual fundraising appeal in partnership with Head of temporalities.
- Assembles an annual budget in conjunction with the Office of Temporalities and the Treasurer and publishes to membership.¹⁷
- Writes an annual report specifying progress on established goals and how money received was used and shares with membership.¹⁸
- Makes a “State of the MLC-NA” report at each Continental Assembly.
- Term of 3 years plus one “Elect Year.”¹⁹

¹⁶ “MLNNA Membership Leadership 2005” p. 1 – MLNNA is a Not for Profit Organization incorporated in 1993. Under law, MLNNA must be transparent with its financial transactions and provide a report to its membership and any other organization requesting its public records. For this purpose, it is incumbent on the leadership to publish clear, transparent, reports for its membership and broader public to access.

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ “MLNNA By-Laws Amended 2003-07” Article 4; & “MLNNA Membership Leadership 2005” p. 2

Office of Spirituality

Summary

The Head of the Office of Spirituality will be the heart of the MLC-NA Leadership Council. He or she will provide tools to enhance prayer life, promote Family spirit, and offer guides for rituals and liturgical events. The Head will witness and promote the embodiment of the Marianist charism and provide resources for ongoing formation of membership. The Head will promote leadership and skill development for the Regional Council Leadership, and local MLC leadership.

Specific Duties and Responsibilities

- Officer of the Corporation and in the absence of the Chair is the acting President for the Corporation²⁰
- Upon taking office, the Head of the Office of Spirituality, in consultation and with and collaboration of the Leadership Council, will provide to membership a vision and work plan with prioritized actions and dates to accomplish goals in support of the Vision/Mission/Values Statements of the Strategic Plan.
- Attends and contributes to the Marianist Family Council of North America meetings, with the Chair, as an official MLC-NA representative.²¹
- Initiates collaboration with Marianist Sisters and Brothers to identify best practices in formation that can be shared across the three branches. Will work with other established Marianist entities (North American Center for Marianist Studies, Office of Formation for Mission) to assist in the development of formation programs for membership and foster the establishment of new lay communities.
- Connects membership to initiatives and resources to provide ongoing formation opportunities as an integral part of the Marianist journey.
- Assembles, in collaboration with the Leadership Council, the support task persons needed to support the office in the vision and mission of MLC-NA.
- Term of 3 years plus one extension.²²

²⁰ “MLNNA By-Laws Amended 2003-07” Article 7; & “MLNNA Membership Leadership 2005” p. 3 – may represent in place of the president [also known as the chair].

²¹ Ibid.

²² “MLNNA By-Laws Amended 2003-07” Article 4; & “MLNNA Membership Leadership 2005” p. 2

Office of Education

Summary

The Head of the Office of Education will be the primary source of information and communication to membership. The Head will be a resource in assisting membership to be grounded in the Marianist heritage. Additionally, she or he will be the primary connector to the various expressions of Marianist lay life²³ and establish ways to develop ongoing relationships. The Head will promote leadership and skill development for the Leadership Council, and continually work at effective communication strategies to reach membership.

Specific Duties and Responsibilities

- Officer of the Corporation and Communications and Strategic Officer for the Corporation.²⁴
- Upon taking office, the Head of the Office of Education, in consultation and with and collaboration of the Leadership Council, will provide to membership a vision and work plan with prioritized actions and dates to accomplish goals in support of the Vision/Mission/Values Statements of the Strategic Plan.
- Advances ongoing initiatives, that will attract new membership and sustain current membership to be part of a vibrant Marianist Lay Community.²⁵
- Collects and communicates information to membership via email newsletter including:
 - Leadership Council meeting highlights
 - News from Regional Councils and area representatives
 - News as appropriate from other branches of the Family
- Builds relationships and acts as a liaison to Regional Councils and area representatives.²⁶
- Maintains the MLC-NA Web page.
- Promotes MLC-NA via the Web page and other appropriate resources.
- Assembles, in collaboration with the Leadership Council, the support task persons needed to support the office in the vision and mission of MLC-NA.
- Acts as liaison between the Leadership Council and the Chair of the Continental Assembly.
- Term 3 years plus one extension.²⁷

²³ “MLNNA By-Laws Amended 2003-07” Article 3; & “MLNNA Membership Leadership 2005” p. 1

²⁴ “MLNNA By-Laws Amended 2003-07” Article 7; & “MLNNA Membership Leadership 2005” p. 3

²⁵ “MLNNA By-Laws Amended 2003-07” Article 2-3; & “MLNNA Membership Leadership 2005” p. 1

²⁶ “MLNNA By-Laws Amended 2003-07” Article 2

²⁷ “MLNNA By-Laws Amended 2003-07” Article 4; & “MLNNA Membership Leadership 2005” p. 2

Office of Temporalities

Summary

The Head of the Office of Temporalities brings to the attention of the Leadership Council and the general membership challenges in the areas of justice, mercy and the integrity of creation.²⁸

The Head will be the primary steward of MLC-NA resources. She or he is responsible for the fiduciary responsibilities of MLC-NA.²⁹

Specific Duties and Responsibilities

- Officer of the Corporation and Executive Secretary of the Corporation.³⁰
- Upon taking office, the Head of the Office of Temporalities, in consultation and with and collaboration of the Leadership Council, will provide to membership a vision and work plan with prioritized actions and dates to accomplish goals in support of the Vision/Mission/Values Statements of the Strategic Plan.
- Responds to membership's calls for peace, justice and the integrity of creation in today's world and inspires membership engagement in the Marianist Social Justice Collaborative initiatives.
- Acts as the liaison between the Leadership Council, the Marianist Social Justice Collaborative, the Marianists International Non-Government Organization at the United Nations.³¹
- Communicates with other religious bodies in the area of Peace, Justice and the Integrity of Creation.³²
- Assures that all fiduciary responsibilities are completed transparently and professionally.³³

²⁸ Raymond L. Fitz, S.M., Ph.D. "The Marianist Movement and the Challenge of Urban Justice Reconciliation: An Interim Report on a Conversation" February 2, 2009 --For a historical perspective on the Marianist Movement and an example of how it is moving laity towards social justice in contemporary times; & David Fleming, S.M. "Towards a Marianist Future: A Marianist Spiritual Family?" April 4, 2013 p. 9-10. This article provocatively challenges Marianist laity to take a bolder position in the Marianist Family and encourages laity to "read the signs of the times" and more integrally participate in the common missionary vision of the Marianist Family; & "IOMLC Peru: Future Challenges: 2014-2018" p. 1

²⁹ "MLNNA Membership Leadership 2005" p. 1 – MLNNA is a Not for Profit Organization incorporated in 1993.

³⁰ "MLNNA By-Laws Amended 2003-07" Article 4; & "MLNNA Membership Leadership 2005" p. 2

³¹ "MLNNA By-Laws Amended 2003-07" Article 2 – Under the office of "Peace, Justice, and the Integrity of Creation" the Society of Mary represents the Marianist Family as a Non-Governmental Organization at the United Nations. This member serves on various committees to advise the actions of the United Nations and from time-to-time requires support from the Marianist Family.

³² "MLNNA By-Laws Amended 2003-07" Article 2

³³ "MLNNA Membership Leadership 2005" p. 1 – MLNNA is a Not for Profit Organization incorporated in 1993. Under law, MLNNA must be transparent with its financial transactions and provide a report to its membership and any other organization requesting its public records. For this purpose, it is incumbent on the leadership to publish clear, transparent, reports for its membership and broader public to access.

- Practices good stewardship principals with regard to all MLC-NA resources, provides a monthly budget report to leadership.³⁴
- Implements the annual fund raising appeal.
- Acts to fulfill the Banking procedures of MLC-NA assets.
- Supervises the Treasurer and all assigned activities.³⁵
- Supervises the Secretary (paid) and coordinates tasks with the Marianist Center in Philadelphia.
- Manages/controls the “National Directory” data base of membership, who has access, and for what purpose.
- Drafts Annual Budget.³⁶
- Assembles, in collaboration with the Leadership Council, the support task persons needed to support the office in the vision and mission of MLC-NA.
- Term 3 years plus one extension.³⁷

³⁴ “MLNNA By-Laws 2003-07” Article 7c; & “MLNNA Membership Leadership 2005” p. 3

³⁵ “MLNNA By-Laws 2003-07” Article 7c; & “MLNNA Membership Leadership 2005” p. 3

³⁶ MLNNA Membership Leadership 2005” p. 1 – MLNNA is a Not for Profit Organization incorporated in 1993.

³⁷ “MLNNA By-Laws Amended 2003-07” Article 4; & “MLNNA Membership Leadership 2005” p. 2

<p style="text-align: center;">At Large (2 Positions)</p>
--

Summary

These positions (invited/appointed) will be used primarily to allow the Leadership Council to be diversity balanced. Also, they will be asked to consider the sustainability of the Leadership Council regarding potential leadership recruits.

Specific Duties and Responsibilities

- Possible assignments
 - o Direct support to any of the Three Offices regarding a specific assignment / task
 - o Community Development responsibilities
 - o Liaison to Area Representatives
 - o Liaison to other Marianist partners and ministries
 - o Assembly coordinator
 - o Election coordinator, as assigned³⁸
- Invited Term 3 years plus one extension.³⁹

³⁸ “MLNNA Membership Leadership 2005” p. 2

³⁹ “MLNNA By-Laws Amended 2003-07” Article 4; & “MLNNA Membership Leadership 2005” p. 2

Spiritual Advisor

Summary

A Spiritual Advisor will be invited from the Marianist Family to walk with the MLC-NA Leadership Council in the role of spiritual companion.

Specific Duties and Responsibilities

- Shares spiritual reflections with the Leadership Council.
- Utilizes his or her faith experience and vision to challenge the Leadership Council regarding future direction and assists in reading the signs of the times.
- Joins phone conferences, as well as, any face-to-face meetings, as needed.
- Participates fully in bi-annual retreats and Assemblies as a community partner; that is, as one who walks with the community, sharing the journey equally, offering a different perspective, and partnering in drawing from Marianist tradition and spirituality.
- Has experience with Marianist Communities and Lay formation.
- Listens well and knows when to speak, when to advise, and when to be detached.
- Non-voting member of the Leadership Council.
- Invited Term 3 years plus one extension

International Representative (Ex Officio)

Specific Duties and Responsibilities to the IOC

- Listen to the needs and concerns of the National Responsibles in your Region.
- Keep in communication with all the National Responsibles in your Region.
- Communicate with and inspire the MLCs and individual Marianist Laity in your region through media such as a regular newsletter, i.e. *Gifts & Tasks*.
- Bring the needs of your region to the annual International Council meeting in Rome each November.
- Represent your Region to the World Council of the Marianist Family Meeting in Rome each November and other international Marianist meetings when invited.
- Be an active, contributing member of the International Council throughout the year.
- Election: By delegates from the region at the International Assembly every 4 years
- Term: 4 years. Term limit: 2 terms

Specific Duties and Responsibilities to the MLC-NA

- In N. America, the Regional Responsible sits as an ex-officio member of the Leadership Council of MLC-NA.
- Attend and support Regional Assemblies that bring together the countries in close proximity to each other. In N. America that would be the Continental Assembly sponsored by MLC-NA every 3 years.

V Appendix

Other supportive positions designed to support the Leadership Council in accomplishing its goals.⁴⁰

Treasurer

Specific Duties and Responsibilities⁴¹

- Reports to the Head of Temporalities.
- Maintains MLC-NA Checking Account, credit card, and financial records. Knowledge of Quickbooks required.
- Provides Head of Temporalities a monthly update on expenses and budget to date.
- Pays all bills and regular expenses office/secretarial/Council travel.
- Files annual tax return.
- Helps plan annual budget.
- Notifies Chair to write thank you notes for contributions.
- Possesses possible CPA background and is knowledgeable of accounting procedures.
- Appointed at the discretion of the Leadership Council

Marianist Social Justice Collaborative Delegate⁴²

MSJC is sponsored by the Marianist Family Council of North America, funded by all three branched of the Marianist Family.

Specific duties and responsibilities:

- Represents, along with MLC-NA's Head of Temporalities, the voice of laity on MSJC committees
- Participates in meetings of the Coordinating Committee and Steering Committee
- Participates in MSJC's annual leadership retreat
- Reports back to the MLC-NA leadership council on a regular basis to update the Council on matters related to MSJC
- Seeks input from the MLC-NA leadership council when MSJC requires advice or input from leadership.

⁴⁰ "MLNNA By-Laws Amended 2003-07" Article 7e

⁴¹ "MLNNA By-Laws Amended 2003-07" Article 7c; & "MLNNA Membership Leadership 2005" p. 3

⁴² "MLNNA By-Laws 2003-07" Article 2; & "MLNNA Membership Leadership 2005" p. 2

Coordinator of Communications

Specific duties and responsibilities:

- Responsible for design, content, and distribution of the monthly E-News (content includes but is not limited to Leadership Council meeting highlights, community news from around the country, Marianist Family Council of North America information as well as area Councils, news as appropriate from other branches of the Family, news from the International Organization of Marianist Lay Communities)
- Coordinates with the leadership Council on editorial content of the E-News, writes editorials as necessary, and seeks guest editorials
- General promotion of MLC-NA through print and social media, including but not limited to updating the MLC-NA brochure and collateral material, posting to Facebook and other social media
- Strategizes and implements methods for using technology as a formation tool
- Has a working relationship with the Communications Office of the Society of Mary Province of the United States as well as other communication personnel from various Marianist ministries (MLFI, NACMS, LIFE, MSJC, etc.)
- Maintains the MLC-NA portion of the Marianist.com website and contributes to other pages of the site dealing with Marianist laity
- Works with the Chair and Temporalities Committee of the Continental Assembly to advertise Assembly
- Time commitment: approx. 5-10 hours per month

Meeting Assistant (Scribe/Secretary)⁴³

Specific Duties and Responsibilities

- Reports to the Head of the Office of Education.
- Takes and submits minutes of all meetings and conference calls to Leadership Council, archives, and others, as needed.
 - o Lists action items from meetings and conference calls
 - o Uses email for transmission of minutes and action items

⁴³ “MLNNA By-Laws Amended 2003-07” Article 7b

- Updates important documents, such as, Articles of Incorporation & By Laws, as determined by Leadership Council.
- Maintains membership and leadership documents.
- Oversees MLC-NA Archive (Dropbox files).
- Provides support to Chair for thank you notes for contributions from donors.
- Prepares appropriate documents and orientation for new Leadership Council members.
- Invited/appointed at the discretion of the Leadership Council.

Continental Assembly Chair

Specific Duties and Responsibilities

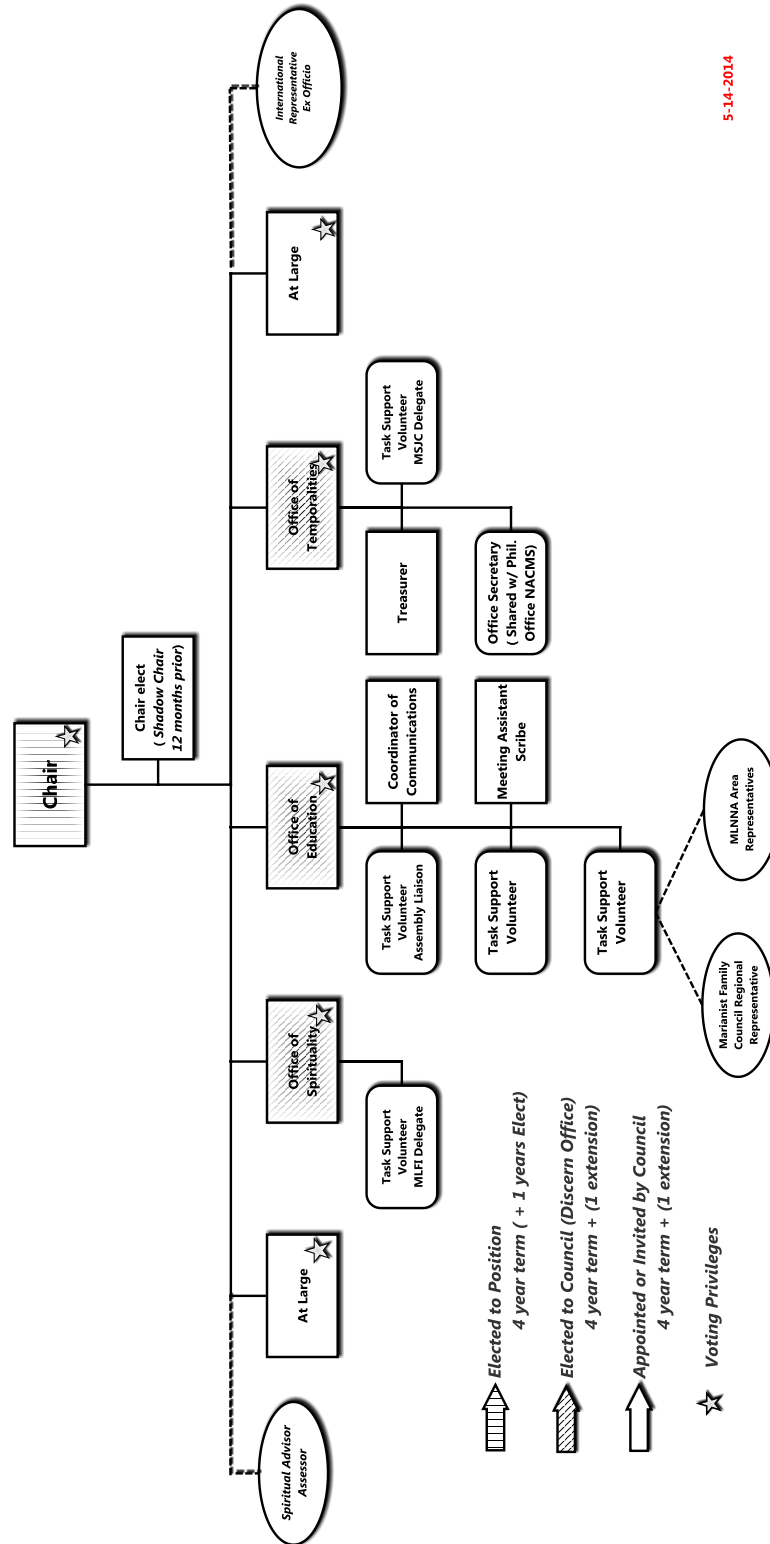
- Chair or Co-Chair planning and execution of the Continental Assembly.
- Finds suitable location for the Assembly.
- Gathers Assembly planning committee.
- Reports to and works with the Head of the Office for Education.
- Invited/appointed at the discretion of the Leadership Council.

Office Secretary (Paid Position)

Specific duties and responsibilities

- Reports to Head of the Office of Temporalities.
- Manages postal mailings.
- Processes letters/reports/brochures as requested by Leadership Council.
- Maintains Marianist Lay Directory database and fills orders for the Directory.
- Receives and processes information from Catholic Directory annually
 - o Contacts Head of Office of Education regarding update of Catholic Directory information
- Performs other duties as appropriate to the office.

Marianist Lay Network of North America Leadership Team Shown With Possible Support Positions



5-14-2014

Effective July 2017, all previous 4-year terms are now 3 years.