



Marianist Lay Community of North America

Leadership Model

Ratified July 16, 2017

Updated July 2021

TABLE OF CONTENTS

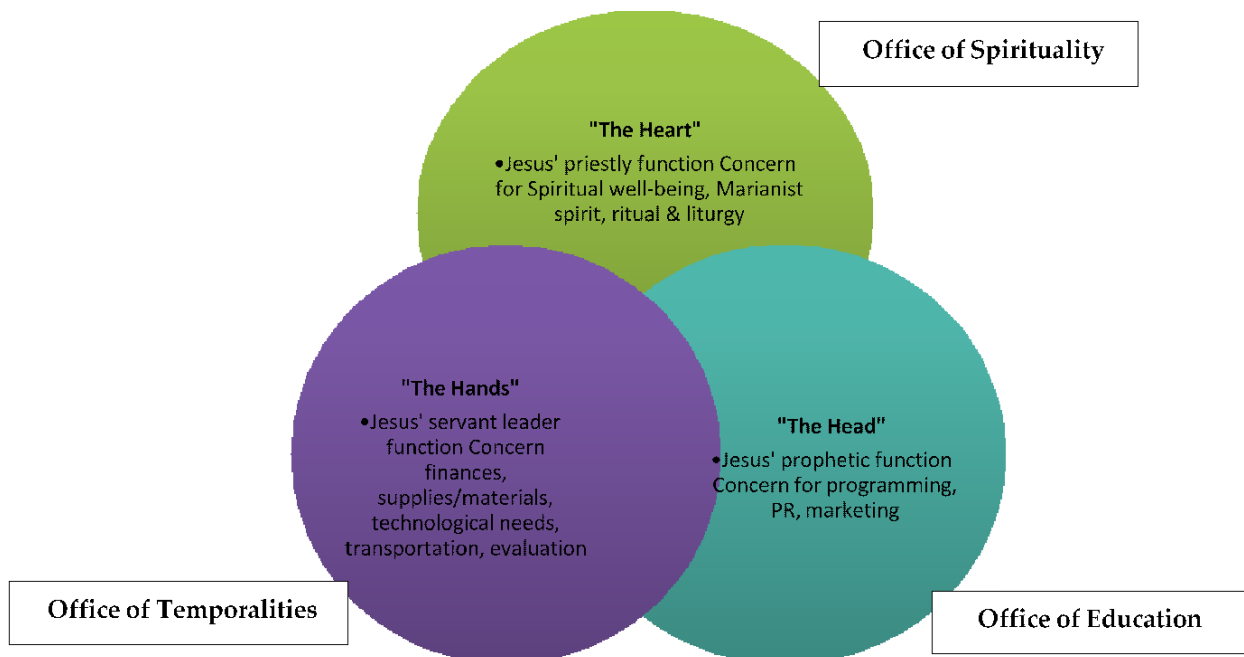
Leadership Model Plan 2021

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

I. Marianist Lay Community of North American (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, Community, and programming. The Office of Temporalities involves hospitality, material resources, finances, justice concerns for the marginalized, and stewardship of God’s creation.



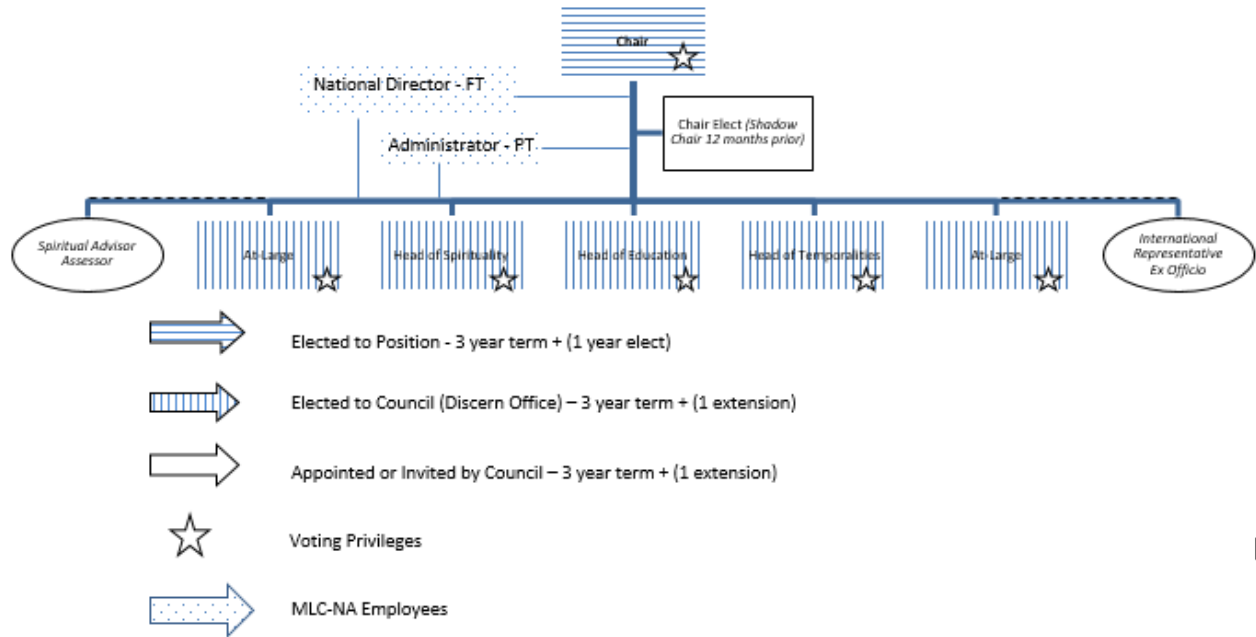
The Leadership Council are Marianist Laity who are:

- 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

Marianist Lay Community of North America Leadership Council



III. MLC-NA Leadership Model

Three Office Structure

- a. **Chair** – 3 year term, plus 1 elect year. Member of the Corporation, Voting member²
- b. **Chair Elect** – Transitional position (elected). Year of formation (elected 1 year prior to Chair’s transition)
- c. **Office of Spirituality (Head)** – 3 year term (renewable). Member of the Corporation, Voting member³
 - Task Support volunteers as needed
- d. **Office of Education (Head)** – 3 year term (renewable). Member of the Corporation, Voting member⁴
 - Meeting Secretary (Minutes keeper) (Invited/appointed)
 - Task Support Volunteer (Lay Assembly Liaison)
 - Task Support volunteers as needed
 - Marianist Family Regional Council Representatives/Area Representatives
- e. **Office of Temporalities (Head)** – 3 year term (renewable). Member of the Corporation, Voting member⁵
 - Treasurer (Invited/appointed)⁶
 - Task Support Volunteer (Marianist Social Justice Collaborative Delegate) (Invited/appointed by Leadership Council)
 - Task Support Volunteer as needed
- f. **Two at Large “Counselors”** – 3 year term (renewable). (Invited/appointed by Leadership Council)
 - Will be balanced demographically; for example, by age and region
- g. **International Representative** – Ex officio, *Invited Guest if from North America (Non-voting)*

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

- h. **Spiritual Advisor/”Assessor”** – 3 year term (renewable) (Invited/appointed by Leadership Council) (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 positions: 3 years, one extension of three years
- c. Invited/appointed positions: 3 years, one extension or duration of the 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. 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

- a. Carry out the duties of elected/invited/ office or assignment
- b. Perform tasks and action items from conference call meetings and be accountable for such duties.⁹
- c. Be intentionally present to membership through an ongoing process of listening to the body and leading in light of what they hear.
- d. 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.
- e. Lead membership to collaborative efforts between religious and lay branches.
- f. Commit to their own individual formation in the Marianist charism.
- g. Be responsible and accountable to membership for goals and by-laws established.¹⁰
- h. 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).
- i. Collaborate with regional and national Marianist Family Council leadership members as requested or needed.¹¹
- j. Be involved in the overall selection of individual “Office Task Support” persons to assure best qualified individuals are considered and invited.
- k. 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 and serve as the supervisor of the MLC-NA employees for personnel matters. 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 Office of the Corporation and President for the Corporation.¹²
- The Chair is a voting member of the Leadership Council.
- Upon taking office, the Chair, in consultation and with 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 and conference calls.
- Collects and communicates information to membership via email or electronic newsletter.

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.

- 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
- 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 published to members.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

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

¹⁶ “MLNNA Membership Leadership 2005” p. 1 – MLNNA is a Not for Profit Organization incorporated I 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 and 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.

Chair Elect

Transitional position (elected). Elected 1 year prior to Chair's transition for a year of formation.

- Shadows the Chair to learn responsibilities, establishing a mutually determined schedule.
- Attends monthly meetings of the MLC-NA Leadership Council.
- Following consultation with the Chair and Heads of Offices, takes the lead on a longer-term project during the transition year, if appropriate.
- Prepares and delivers to the membership a Vision for MLC-NA at the Lay Assembly preceding term as Chair.
- This position is advisory only and has no voting role on the Leadership Council.

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 and membership. The Head will promote leadership and skill development for the Regional Council leadership and local MLC leadership.

Specific Duties and Responsibilities

- Office of the Corporation and in the absence of the Chair, is the acting President for the Corporation.²⁰
- The Head of the Office of Spirituality is a voting member of the Leadership Council.
- Upon taking office, the Head of the Office of Spirituality, in consultation and with 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 American 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.

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 “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].

- Assembles, in collaboration with the Leadership Council, and chairs the Office of Spirituality team to assist with the work of the Office in the vision and mission of MLC-NA.
- Represents the Chair in his/her absence at monthly Leadership Council meetings, or at local or regional Marianist Family gatherings.
- Provides content for the Spirituality section of the monthly MLC-NA newsletter.
- Responds to requests for information and accompanies individuals who are interested in initial formation, following the current flow charts for initial request response, then transitions inquiries to the Office of Education for initial formation.
- Regularly shares reflections from members of the Marianist Family through social media and other communication outlets Compiles and shares Community Commitment ceremonies and retreat resources.
- Advances ongoing initiatives that will attract new memberships and sustain current membership to be part of a vibrant Marianist Lay Community.
- Term of office is 3 years plus one extension of 3 years.²²

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
- The Head of the Office of Education is a voting member of the Leadership Council.
- Upon taking office, the Head of the Office of Education, in consultation and collaboration with 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 members to be part of a vibrant Marianist Lay Community.²⁵
- Provides content for the Education section of the MLC-NA monthly newsletter.
- Builds relationships and acts as a liaison to Regional Councils and area representatives.²⁶
- Assembles, in collaboration with the Leadership Council, and chairs the Office of Education team to assist with the work of the Office in the vision and mission of MLC-NA.

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.

- Acts as the liaison between the Leadership Council and the Lay Assembly Chair/Co-chairs and Assembly team.
- Communicates with lay communities and provides resources for initial formation.
 - Collaborates with Marianist Sisters, Brothers, and NACMS to identify and utilize resources for initial formation.
 - Creates and gathers educational content for initial formation.
- Maintains resources, including volunteers willing to help, for Lay Marianists wanting to dive deeper into content and history (formators and subject matter experts).
- Connects communities in formation with mentors and formators.
- Participates in monthly evening calls and an annual face-to-face meeting of the Leadership Council.
- Term of office is 3 years plus one extension of 3 years.²⁷

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
- The Head of the Office of Temporalities is a voting member of the Leadership Council.
- Upon taking office, the Head of the Office of Temporalities, in consultation and collaboration with 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 and the Marianist Social Justice Collaborative.
- Communicates with other Marianist Family branches in the area of Justice, Peace, and the Integrity of Creation.³¹

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; & IO-MLC Peru: Future Challenges: 2014-18" 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.

- Assures that all fiduciary responsibilities are completed transparently and professionally.³²
- Practices good stewardship principles with regard to all MLC-NA resources, provides a monthly budget report to leadership.³³
- Implements the annual fundraising appeal initiated by the Chair.
- Acts to fulfill the Banking procedures of MLC-NA assets.
- Supervises the Treasurer and all assigned activities.³⁴
- Oversees the policies and implementation of the database of membership.
- Drafts Annual Budget.³⁵
- Oversees the implementation of MLC-NA’s communication plan, including social media presence (which could be done by volunteers or an intern), MLC-NA web page, and promotion of the MLC-NA.
- Assembles, in collaboration with the Leadership Council, and chairs the support task persons needed to support the office in the vision and mission of MLC-NA.
- Oversees the logistics for the annual MLC-NA in-person meeting, including site selection, in collaboration with the Chair.
- Responsibility for administrative accounts and records of operation, including Neon, By-Laws, Drop Box, non-profit documentation, Registered Agent in Texas (Treasurer), and Kennedy Directory (Chair).
- Term of office is 3 years plus one extension of 3 years.³⁶

³² “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 and transparent, reports for its membership and broader public to access.

³³ “MLNNA By-Laws 2003-07” Article 7c & “MLNNA Membership Leadership 2005” p. 3.

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

³⁵ “MLNNA Membership Leadership 2005” p. 1 – MLNNA is a Not for Profit Organization incorporated in 1993.

³⁶ “MLNNA By-Laws Amended 2003-07” Article 4; & “MLNNA Membership Leadership 2005” p. 2.

At Large Members (2 positions)

Summary

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

Specific Duties and Responsibilities

Possible assignments might include:

- Direct support to any of the Three Offices heads regarding a specific assignment or task.
- Community Development responsibilities
- Liaison to MLC-NA Area Representatives
- Liaison to other Marianist partners and ministries
- Assembly coordinator
- Election coordinator, as assigned.³⁷
- Invited term is 3 years plus one extension of 3 years.³⁸

³⁷ “MLNNA Membership Leadership 2005” p. 2

³⁸ “MLNNA y-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 the bi-annual Leadership Council retreat and the Lay 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 is 3 years plus one extension of 3 years

International Representative (Ex Officio)

Specific Duties and Responsibilities to the IO-MLC

- 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 through 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 North 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 North America, that would be the Continental Lay Assembly sponsored by MLC-NA every 3 years.

V. Appendix

A. Volunteer positions

Designed to support the Leadership Council in accomplishing its goals.³⁹ These volunteer positions may change as the needs of the organization change.

Treasurer

Specific Duties and Responsibilities⁴⁰

- Reports to the Head of Temporalities.
- Maintains MLC-NA checking account, credit card, and financial records. Knowledge of QuickBooks is required.
- Provides Head of Temporalities a monthly updated on expenses and budget to-date.
- Pays all bills and regular expenses of the office/secretarial/Leadership Council travel.
- Files annual tax return.
- Helps plan annual budget.
- Possesses a CPA background and is knowledgeable of accounting procedures.
- Appointed at the discretion of the Leadership Council.

Marianist Social Justice Collaborative Delegate⁴¹

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 MSJC Coordinating Committee and Steering Committee.
- Reports back to MLC-NA Leadership Council on a regular basis to update the Council on matters related to MSJC.
- Seeks input from MLC-NA Leadership Council when MSJC requires advice or input from leadership.

³⁹ "MLNNA By-Laws Amended 2003-07" Article 7e.

⁴⁰ "MLNNA By-Laws Amended 2003-07" Article 7c; & "MLNNA Membership Leadership 2005" p. 3.

⁴¹ "MLNNA By-Laws 2003-07" Article 2; & "MLNNA Membership Leadership 2005" p. 2.

Meeting Assistant (Secretary)⁴²

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.
 - Lists action items from meetings and conference calls
 - Uses email for transmission of minutes and action items
- Invited/appointed at the discretion of the Leadership Council.

Continental Assembly Chair/Co-Chair

Specific Duties and Responsibilities

- Chair or Co-Chair planning and execution of the Continental Assembly in consultation with the MLC-NA Leadership Council.
- 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.

⁴² “MLNNA By-Laws Amended 2003-07” Article 7b