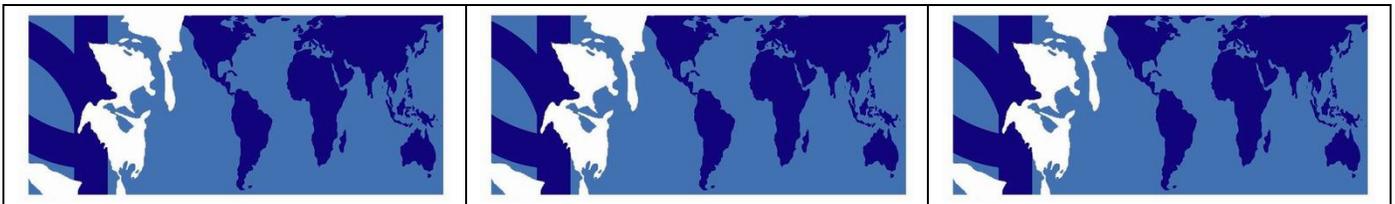


**THE WILLIAM AND MARY PAT GANNON HAY  
VINCENT DE PAUL LEADERSHIP PROJECT**

**2004-2005 ANNUAL REPORT**

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**August 18, 2005**



## Letter from the Director

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Dear Colleagues,

Annual reports are usually forgotten, if read, but offer a summary of the year's activities. I hope you will read about our activities and send us ideas or suggestions you may have for 2005-06. Allow me to offer a few highlights on the year.

**People.** Marco Tavanti and I are still here working for the Project. Marco moved to part-time in the Project and to full time faculty in the Public Services Graduate Program during the year. This is good for Marco and his move allowed us to hire Carmen White as Assistant Director. Carmen worked tirelessly during the year to manage the transition from design and research to the production of materials and publications. Carmen left the program in June to give birth to her first child, Casey James Sheehan. Mary McGuinness replaced Carmen to take the Project to the next stage of development.

**Data.** We continue to collect data in the form of people taking the VLA. The number of participants more than doubled from the previous year. I hope to double it again in 2005-06. As participation grows we were able to extend our reach and influence. We also increased the reliability of our research and improved our service delivery systems. (Check our website.)

**Materials.** We developed training materials from our research. These materials are making their way into the classroom and training sessions at DePaul—and beyond—for faculty, students and staff. Project staff presented widely and often during the year working with the Executive Vice President for Academic Affairs and senior staff of the Vice President for Student Affairs as well as student groups and the Staff Council. The special edition of our research in the *Vincentian Heritage Journal* was delayed until fall of 2005 but I expect it to have a major effect on our work as we go forward.

**Influence.** We are now receiving requests for our services and materials—people actively seeking us. I think this is a major shift, and welcomed. Our recent Vincentian Endowment Grant will allow us to host a Vincentian Heritage trip to Rio de Janeiro in December, 2005. Students who participate in this trip will benefit from our partnership with the head of the Society of St. Vincent de Paul in Brazil.

**Mission.** First and last is our mission. We took a critical look at it this year after working with it over time. Take a look; see what we are about. *Like a great fire*, we are moving forward in this important work. Let us know how we can be of service.

Sincerely,



J. Patrick Murphy, C.M.

Director

## Our Mission

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*Like a great fire*, the de Paul Leadership Project awakens and advances the vision, values and leadership practices of St. Vincent de Paul in people and organizations worldwide. Providing research, leadership development and collaboration in the manner of St. Vincent, the de Paul Leadership Project ensures the continuance of the legacy of St. Vincent's organizational genius and leadership skills in the service of others.

- We call it the de Paul Leadership Project after St. Vincent de Paul, rather than DePaul University even though we are housed and founded in the University.
- We call it Project to imply practicality and action.
- We have a sense of urgency, thus the notion of Vincent's idea that we should do what we do with zeal—like a great fire.

## Our History

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The idea of the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project (The de Paul Leadership Project) was conceived over dinner by Bill and Mary Pat Hay, Rev. John P. Minogue, C.M., and Rev. J. Patrick Murphy, Ph.D., C.M. Bill Hay, a student, instructor, alumnus and friend of the University spanning thirty or so years was so impassioned by the vision and values of Vincent de Paul that he and Mary Pat were inspired to make a major gift to the University. As Bill says, "I don't ever want anyone to come to this University—as student, staff, instructor or trustee—without knowing about the legacy of our patron."

The work of the Project began in April 2002 with the hiring of Marco Tavanti, Ph.D. as Associate Director for Research.

Later on Bill Hay was elected to the board of trustees of the University. While attending a Vincentian Heritage Retreat in Paris, France, and having literally walked in the footsteps of St. Vincent, Bill and Mary Pat returned to Chicago with an even deeper appreciation and understanding of Vincent's life and works. Moved by their experience and impressed with Vincent's leadership and management abilities, the Hays brought new inspiration to the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project. Today the Project carries out the vision of the Hays to develop an awareness of Vincent-inspired leadership concepts and practices within the University community and Vincentian communities worldwide.

### **2002-2003**

The de Paul Project focused first on research through Dr. Tavanti's design of the Vincentian Leadership Assessment and in-depth interviews with long-term organizational members by the staff of the Project. This resulted in the identification of major leadership competencies oriented by the values and service practices of St. Vincent de Paul as expressed in the 21<sup>st</sup> century.

Through ethnographic methods and content analysis of initial in-depth interviews and assessments, four Vincentian leadership orientations emerged: mission, service, people and tasks. Each orientation is characterized by three leadership competencies: vision, values and

innovation; service to the poor, empowerment and social justice; commitment, pragmatism and risk-taking; communication, collaboration and inclusiveness.

99 leaders participated in the VINCENTIAN LEADERSHIP ASSESSMENT Self Assessment in the first year. Meanwhile, the Project collected interviews, VINCENTIAN LEADERSHIP ASSESSMENT data and archival materials to build the Project database.

This first research stage of assessing contemporary leadership practices based on the values and vision of St. Vincent de Paul provided the foundation of future development.

### ***2003-2004***

Data collection continued throughout the year. 102 individuals took the Vincentian Leadership assessments.

The main accomplishment was the planning and execution of a think-tank retreat for scholars that occurred in August, 2003.

The purpose of this first Vincentian Leadership Conference was to assemble experts from a variety of fields (including Vincent scholars, historians, sociologists and management experts) to spend a week reflecting on Vincent the manager and leader from their own academic and experiential backgrounds together—so as to enrich and challenge each other's thinking and scholarship. The outcome of the conference was a scholarly paper from each participant to be included in a special edition of the Vincentian Heritage Journal and to become the basis for training and educational materials. A list of participants with their topics is found in the appendix (Appendix A).

The Vincentian Endowment Fund awarded the Vincentian Database Project \$7,500 to create a searchable online database of worldwide Vincentian family organizations. The Vincentian Endowment Fund also funded \$15,000 to contribute to a collaborative project between the DLP and the Office of Mission and Values to produce a video that focused on how Vincent's ideals and spirit live on throughout personal and institutional leadership examples at DePaul University.

Project personnel participated in advanced trainings and professional conferences on Leadership Coaching, Leadership Development, Organizational Culture and Service Leadership through Linkages Inc. and the Greenleaf Center for Servant-Leadership.

Dr. Tavanti developed educational workbooks on specific leadership topics to be used by individuals and organizations in workshops and personal leadership trainings. Topics included:

- Vincentian Leadership
- Coaching Vincentian Coaches
- Change Leadership
- Peace-Building Leadership
- Cross-cultural leadership
- Vincentian Leadership Development.

The workbooks included specific assessments, case studies, exercises and useful references.

The Project delivered specific leadership trainings to the Student Leadership Institute, the Public Services Graduate Program and the Chaddick Institute. The workshops were organized using and adapting topics and resources included in the educational workbooks.

## 2004-2005 Summary

The Year 2004-2005 brought significant developments in the areas of research, leadership development services and collaboration with partners inside and outside DePaul University.

### Research

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Our purpose was to direct our research to contribute to leadership education and to serve individuals and organizations in their practice in the spirit of St. Vincent de Paul as founder, organizer, innovator, value-based manager and effective leader. Therefore, the third year of the de Paul Leadership Project concentrated on collecting and analyzing quantitative and qualitative leadership practices through the Vincentian Leadership Assessment tools and the in-depth video interviews.

347 leaders completed the Vincentian Leadership Assessments in the Self, Observed, Organizational and Cross-cultural formats. We interviewed more than **XX leaders**. Observations and leadership reflections were analyzed and contributed to PowerPoint presentations in the classroom, conference papers and publications. We included selected interviews in the *Continuing the Mission of St. Vincent de Paul* video project.

### Leadership Development Services

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The de Paul Leadership Project concentrated its resources on providing professional and free of charge leadership development services. These included specifically designed assessments, action plans, coaching services and educational resources. Programmers transformed the Project website into a user-friendly web-application. Participants obtained their assessment results through customized reports and monitored their progress through password protected online interfaces. The web-application allowed users to contact online coaches and access online leadership resources on Vincent de Paul and specific leadership topics such as servant leadership, transformational leadership, leadership ethics and cross-cultural leadership among others.

In line with its collaborative approach, the Project offered its leadership development services and expertise in Vincent-inspired leadership practices to DePaul University's interested individuals and organizational units. Planned customized leadership trainings were delivered to Staff Council, the Associate Vice Presidents for Student Affairs, the Greek Council and Student Life. Participants received interactive trainings with group exercises, PowerPoint presentations, customized workbooks and participated in our online assessments and coaching services.

### ***Leadership Coaching***

One of the de Paul Leadership Project's most valuable services is facilitating connections between project participants and leadership coaches. These coaches are recognized DePaul University faculty, staff and administrative leaders accomplished in multiple areas of leadership expertise including higher education administration, cross-cultural leadership, women in leadership, Vincentian leadership and studies, workplace stress, and conflict resolution (see Appendix B for list of coaches). Once participants complete at least one assessment and an action plan, they are encouraged to contact a leadership coach whose expertise best suits their needs. Leadership coaches provide mentoring and help with professional goal setting. In 2004-2005 the Project expanded its coaching staff in anticipation of increased participation in the Project.

### ***Sophomore Leadership Class***

In January, 2005, the Executive Vice President of Academic Affairs invited the de Paul Leadership Project team to take charge of the Sophomore Leadership Class (SLC). Nominated by professors to participate, the SLC consisted of thirteen sophomores. Project staff designed and delivered the class during the spring term.

The students held informal conversations over meals with Alderman Ed Burke, DePaul trustee and Judge Anne Burke, DePaul trustee and founder of the de Paul Leadership Project Bill Hay, DePaul Athletic Director Jean Lenti-Ponsetto, and Alderman Billy Ocasio. Students who attended four or more meetings with the Project staff and leaders earned a leadership certificate at the end of the class.

### ***Staff Council***

In December 2004, the Project introduced Staff Council to Vincentian leadership concepts and guided staff through the Vincentian Leadership Assessment-Self assessment and facilitated small group discussions.

### ***Inter-Fraternity Council***

The Project provided the University's Inter-Fraternity Council (IFC) with assessment and leadership development consultation. The IFC, consisting of undergraduate fraternity and sorority members elected to leadership positions within their organizations, are interested in continuing this collaboration with newly elected student officers in fall 2005.

### ***Student Affairs***

In December 2004, the Project rolled out assessments, training and coaching materials to the Associate Vice President Team in Student Affairs. Our ongoing collaboration focuses on developing a strategy for successfully engaging directors and staff in Vincentian leadership development and training and equipping Student Affairs leadership with tools and skills to integrate Vincentian leadership development into professional development activities.

## Collaboration –Projects, Programs and Activities

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The Project extended its reach to the DePaul University community and to external organizations through programming and completion of major projects that heightened awareness of the Project and provided valuable tools, training and development opportunities within and without DePaul University.

### ***Vincentian Family Database***

Funded by a \$7500 grant from the Vincentian Endowment Fund, The Vincentian Family Database resides on the Project's website and contains information on over 350 Vincentian Family organizations. Searchable by affiliation, country, category of service, and organization name, the database serves as a central clearinghouse of contact information for Vincentian organizations.

### ***Continuing the Mission of St. Vincent dePaul DVD***

In 2003, The Vincentian Endowment Fund granted \$15,000 to develop and produce "Continuing the Mission of St. Vincent de Paul." Directed by Marco Tavanti, the program features interviews with the Project's founder and several DePaul leaders. The 11 minute DVD focuses on how Vincent's ideals and spirit live on throughout the University. The DVD will be distributed to all DePaul staff and faculty in September 2005. The Project aims to facilitate the integration and incorporation of this tool into the classroom as well as into academic, student affairs and other programming within the University.

### ***Vincentian Heritage: Brazil***

The Vincentian Endowment Fund awarded the Project \$6,000 toward expenses related to establishing a Vincentian Heritage Tour for DePaul University students in Rio de Janeiro, Brazil. Planned for December 2005 and directed by Marco Tavanti and J. Patrick Murphy, the tour will expose students to the spirit, practices and experiences of service leadership of the Saint Vincent de Paul Society youth leaders in Rio de Janeiro. Participants will learn about the service practices of the Society and of local non-profit organizations actively engaged in organized services and advocacy for the rights of poorer sectors of Brazilian society

### ***Vincentian Heritage***

In collaboration with the DePaul University Office of Mission and Values, the journal, *Vincentian Heritage, Volume 25 Number 2 / Volume 26, Number 1, 2005: Conference Papers presented to The William and Mary Pat Gannon Hay Vincent de Paul Leadership Project* features the essays and reflections of practitioners and scholars within the Vincentian community. (See Appendix A for a complete list of contributors and articles).

This journal is the culmination of the August, 2003, Vincentian Leadership Conference in Lake Geneva, Wisconsin. The publication will provide valuable information about leadership and management practices of St. Vincent—perhaps for the first time in history. The Project will use this research to develop educational and training materials.

### ***Frederic Ozanam Lecture***

In May 2004, de Paul Leadership Project contributor Eduardo Marques Almeida delivered the annual Frederic Ozanam lecture. Almeida spoke on the essence of service leadership. Based in Rio de Janeiro, Brazil, Almeida directs the largest chapter of the Saint Vincent de Paul Society in the world. He wrote, "Being Creative in Vincentian Leadership: the Case of the Society of Saint Vincent de Paul" for the August 2003 Vincentian Leadership Conference. The article is published in the *Vincentian Heritage, Volume 25 Number 2/ Volume 26, Number 1, 2005: Conference Papers presented to the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project*.

### ***Vincent Week***

In September 2004, as part of the University's Saint Vincent de Paul Week, the Project held two brown-bag lunch sessions. These sessions drew faculty and staff from various departments. Director J. Patrick Murphy, C.M. and Associate Director Marco Tavanti, Ph.D. discussed the tenets of Vincentian leadership and Project offerings such as leadership assessments and coaching.

### **Advancing the Vision and the Values of Vincentian Leadership 2005-2006**

Since its inception, and now at the end of 2004-2005, the Project has collected data, designed research and leadership development materials and offered training. In 2005-2006 the Project will further analyze research data collected and disseminate results. It will further develop and expand training and educational opportunities within the University.

All faculty and staff of the University will receive a personal copy of *Vincentian Heritage, Volume 25 Number 2/ Volume 26, Number 1, 2005: Conference Papers presented to the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project* during Saint Vincent Week in September 2005 as a gift from the members of the Congregation of the Mission who serve and work at DePaul University.

The Project will host meet-the-authors events on both campuses. In winter term the Project will co-host "DePaul Reads Together" with the Office of Mission and Values—using the Vincentian Heritage as the common reading.

In cooperation with the Office of Mission and Values, the DVD, "Continuing the Mission of St. Vincent de Paul," will be available to faculty and staff as well.

The Project will print and distribute a brochure showing features and benefits of the Project in September as a means to further advance its mission on campus and beyond.

In August of 2005 the Project will meet with approximately 50 executive directors at the 91<sup>st</sup> Annual Meeting of the St. Vincent de Paul Society in Chicago. The Meeting theme is Frédéric's Vision - Answer The Call. The Project will deliver a workshop that highlights how the Project's assessments and services may be integrated into the Society's leadership development and organizational development initiatives.

Operational goals include increasing the number of assessments taken to 600 annually, increasing the number of organizations in the Vincentian Family Database and tracking and monitoring participant's use of materials, web-site, assessments and other services.

Appendix A

**Vincentian Heritage, Volume 25 Number 2/ Volume 26, Number 1, 2005:  
Conference Papers presented to the William and Mary Pat Gannon Hay Vincent de  
Paul Leadership Project**

VINCENTIAN HERITAGE

❖ *Special Issue* ❖

TABLE OF CONTENTS

**Introduction/Vincentian Leadership: “...not yet what it will be...”**

J. Patrick Murphy, C.M., Ph.D. & John Lane, Ph.D. ....

**Vincentian Leadership & Organization Reconsidered**

**We Want the Best**

J. Patrick Murphy, C.M., Ph.D. ....

**Saint Vincent de Paul as a Leader of Change:**

**The Keys Roles of A Higher Purpose and Empowerment**

Margaret Posig, Ph.D. ....

**“There Is Great Charity, But...” Vincent de Paul and the Organization of Charity**

Thomas G. Fuechtmann, Ph.D. ....

Appendix A, cont.

**Vincentian Simplicity: A Core Leadership Trait**

Thomas McKenna, C.M. ....

**Saint Vincent de Paul and Money**

John E. Rybolt, C.M., Ph.D. ....

**No Small Matter: Leadership for Institutional Culture  
in Vincentian Higher Education**

Dennis H. Holtschneider, C.M., Ph.D. ....

Non-traditional, cross-cultural Leadership

**Leadership in Darkness and Light: Gender Considerations**

Susanne Dumbleton, Ph.D. ....

**The Role of Women and the Vincentian Culturescape**

Betty Ann McNeil, D.C. ....

**‘Sister Gen’: A Case Study of Vincentian Leadership**

Joseph McCann, C.M., Ph.D. ....

**Cross-Cultural Vincentian Leadership:**

**The Challenge of Developing Culturally Intelligent Leaders**

Marco Tavanti, Ph.D. ....

Appendix A, cont.

Vincentian Leadership in Action: Case Studies/Applications

**Being Creative in Vincentian Leadership:**

**the Case of the Society of Saint Vincent de Paul**

Eduardo Marques.....

**Vincentian Leadership – Advocating for Justice**

Craig B. Mousin.....

**Practitioner Perspective:**

**Reflections on the Development of a Values-based Curriculum**

Laurie Worrall.....

**Translating Vincent de Paul for the 21<sup>st</sup> Century:**

**A Case Study of Vincentian Mission Effectiveness Efforts at DePaul University**

Edward R. Udovic, C.M., Ph.D. ....

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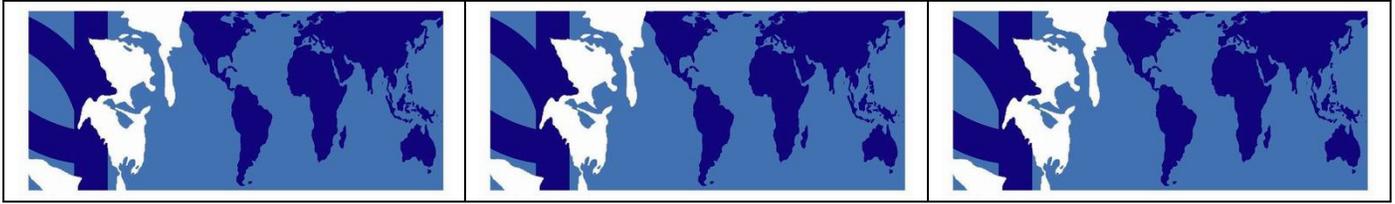
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