



THE WILLIAM AND MARY PAT  
GANNON HAY VINCENT DE PAUL  
LEADERSHIP PROJECT  
ANNUAL REPORT 2005-2006

TABLE OF  
CONTENTS

- Letter from the Director
- Research
- Leadership Development
- Activities, Programs and Projects
- Presentations and Papers
- Grants and Awards
- Advancing the Vision & Values of Vincentian Leadership

## Letter from the Director

Dear Colleagues,

Our work is unimportant unless people use it. For this we rely on you. Bernard Pujo, in *Vincent de Paul The Trailblazer*, describes Vincent's drive for the mission as an inspiration for our work.

Vincent found it intolerable to remain riveted to his work table at Saint-Lazare or restricted to the capital by his numerous responsibilities while all the members of the Congregation traveled hither and yon on missions. He wanted to be out in the field himself.... "It seems to me that I would be offending God if I were not to do everything in my power for the poor people of the fields." (p. 213)

Looking back on 2005-2006, our small group of staff have traveled "into the field" expanding our connections within the University and with the wider Vincentian family.

Here are a few highlights on the past year:

In December, we visited Rio de Janeiro with a group of DePaul students and faculty. The Heritage Tour, sponsored by the Vincentian Endowment Fund, introduced participants to the challenges and opportunities facing faith-based and non governmental organizations and the social services they deliver.

In January, we visited with members of the heads of the international Vincentian Family and were inspired by these organizations and their leadership who continue to carry out the works of St. Vincent de Paul around the world.

In March, we moved. We are now located in Lewis 1300, a spacious office, just one floor up from the Management of Public Services program.

Throughout the spring we delivered workshops, papers and presentations that took us across the University and the country.

In June during the commencement ceremonies, William and Mary Pat Gannon Hay, our benefactors, received Honorary Doctorates of Human Letters from the College of Liberal Arts and Sciences.

We hope you will read and enjoy this brief report of our activities of the year. You will find much more information available on our website at <http://leadership.depaul.edu>.

Our plans for 2006-2007 appear on the final page of this report, however, we welcome ideas and suggestions that you may have and encourage you to contact us.

I wish you a year of inspired work in the manner of Vincent de Paul,

J. Patrick Murphy, C.M.  
Director



**William and Mary  
Pat Gannon Hay**

## Our History

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.”

In 2001, 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.

The work of the Project began in April 2002. 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.

## Our Mission



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.

## **LEADERSHIP INTERVIEW QUOTES**

*[Vincentian leadership is about] the notion of serving the poor. This needs to be a message for all the society. Somehow in some way every institution has to serve the poor. If we did that as a matter of policy that could change the world (TF042103).*



*I think that the most important part of leadership is not necessarily just making sure people follow. I think that in fact we can have leaders at all levels of the organization—you don't have to have a large number of direct reports, nor do you have to be someone who chairs committees. I think instead individual leadership is really deciding where you or your unit is going to go and then helping to get it there (LH121503).*



*Leaders are, for me, people who sometimes can sit back and let others take the lead. I think then that, then when we take collective action, that's when I think a leader is tested (AA010804).*



*A good leader is both somebody who knows when to talk, more when to raise questions, because [when] other people are thinking the same thing and it's not just, "I lead you follow," but it's "We all go together," in whatever the struggle happens to be at the time (AA010804).*



*There always have to be mission elements, there always have to be task elements, there always have to be people elements, there always have to be service elements. Now depending on the situation, there might be more weight or more emphasis. I think that the most effective Vincentian leadership based on Vincentian values integrates in a proportional, situational way all of those. Because it's not just talking about mission, it's not just being task-oriented, it's not just being people-oriented, it's not being service-oriented, it's integrating all those ultimately for effective Vincentian service [...]. I think the ideal Vincentian leadership integrates all of those and it unfolds from mission to tasks to people to service. (EU121203).*

# **Research**

The mission to ensure the continuance of the legacy of Vincent de Paul's organizational genius and leadership skills in the service of others informs the research arm of the de Paul Leadership Project. Contemporary practices of leadership are collected through specifically designed assessment tools (VLAs) and in-depth interviews to people at various leadership level and positions within DePaul University and the Vincentian Family. Beyond the importance of data collection, analysis and reports, the Project's research aims to provide common languages, illustrate paradigms and foster personal and organizational change in the model of action research and collaborative evaluation methods.

Something distinctive emerges from this unique research process. One of our participants, a DePaul University administrator, commented that the most valuable contribution of the Project is “identifying the specific characteristics of Vincentian leadership and [...] offering a common vocabulary to have open conversations across departments on our organizational ‘Vincentian’ values and practices” (Interview FJC0504). Indeed the benefits that the research initiatives of the Project may have on individuals and organizational units are important contributions to religious-founded organizations committed to foster value-centered lay leaders and implementing appropriate leadership succession plans.

### ***In-depth Vincentian Leadership Interviews (VLIs) Data Analysis:***

The analysis of both preliminary and in-depth interviews illustrates several examples of value-oriented leadership practices carried by individuals with a clear vision and a sense of mission. The 62 people we interviewed reflect a variety of leadership levels, perceptions and awareness. A content analysis of the data shows that almost all interviewees expressed in different words, sometimes with passionate language, a conviction and a commitment to their work. In the case of DePaul University, most interviewees, whether administrators, faculty, staff or students, all expressed how their “Vincentian” values to serve and/or make a change were empowered or aligned with the mission and values of the organization. Although most people characterized their knowledge of Vincent de Paul as “moderate,” all of them expressed how “Vincent represents an important inspiration to serve others. People of different faiths found themselves comfortable working in a Catholic University like DePaul and focused on its “Vincentian” identity. Vincent de Paul, considered more in his general identity as servant and innovator (more than a Catholic Saint), becomes an inclusive icon legitimizing service-oriented leadership practices within the Vincentian institution.

Themes like *personalism* (interpreted as “attention to individuals” and “valuing the rights of people”, “particularly of the powerless”), innovation (inventiveness and risk-taking) often emerged during the interviews. Other themes including mission, empowerment, leadership and service to the poor appeared in the interviews. Through ongoing and attentive content and ethnographic analysis of transcribed interviews, the research begins to identify best practices linked to the competencies and orientations demonstrated in the Vincentian leadership model (Figure 1).

*As I think of St. Vincent, it excites me to think about being in a university where, not only are we allowed, we are asked to cross borders. We are invited to cross borders. I think that [as] the characteristic of Vincent de Paul. Like Martin Luther King and Dorothy Day, they all crossed borders. They left what they knew as a comfort zone and walked across and met, for them, their God face-to-face in people who were not like them, who were not their comfort zone (AS012904)*



*I have a personal philosophy that my goal is to never hinder another person's development or success in terms of their development. So my goal is really to empower not only individuals, but groups who are appropriate, to see a greater vision for themselves for goals for their organizations (KB010904).*

*Within my role I feel very strongly about the Vincentian personalism and promoting a culture of care that empowers individuals to be connected to the community and be connected to the community in a way that values, a level of action that is involved with engaging the community and wants to make the community a better place. Not just for themselves, but for the greater good (KB010904).*

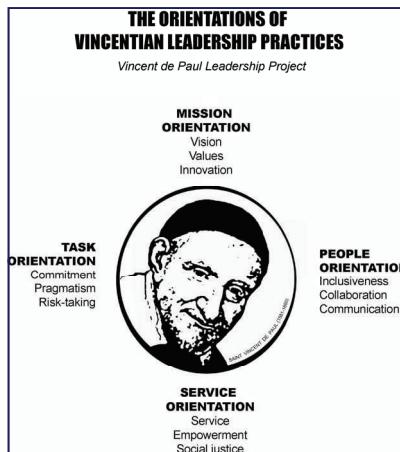


*Size is not the issue in an organization. It is a culture of personalism, which means a culture of relationality, a culture of communication, a culture of respect that make a difference (EU011403).*



*One of the things that one senses about Vincent de Paul and the whole definition of Vincentianism is this humanism (SD121603)*

# Research



**Vincentian Leadership Model  
(Figure 1)**

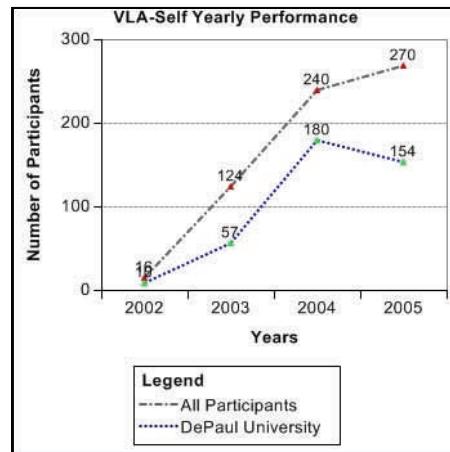
## *Vincentian Leadership Assessment (VLAs) Data Analysis:*

Participation in the online Vincentian Leadership assessments have consistently increased over the past three years. Currently 849 individuals have taken the VLA-Self. Of the total number of survey participants, nearly 57% are from DePaul University and 43% represent other Vincentian organizations (Figure 2).

Key statistical findings relative to the 4 Vincentian Leadership Orientations (Mission, Tasks, People and Service) and the 12 Vincentian Leadership Competencies (Vision, value, innovation, commitment, pragmatism, risk-taking, inclusiveness, collaboration, communication, service to others [servanthood], empowerment, and social justice [advocacy]) are:

- Vision (Std. Dev. 2.26) and Social justice (Std. Dev. 4.94) appear to be the most different practices in the comparison between DePaul University and the Worldwide Vincentian Family.
- Social justice, interpreted as awareness of systemic cases of poverty, working to change unjust structures and advocating for rights appears to be a more familiar practice in countries other than the United States.
- Faculty (more than administrators, staff and students) are the most active in practicing the social justice competency. Results demonstrate that leaders working in an organization for more than 10 years are more committed to mission and lead with a distinct sense of vision.

A more in-depth analysis of these findings are available on our website at <http://leadership.depaul.edu> and will be published in an upcoming book on Vincentian Leadership.



**Survey Participation  
(Figure 2)**

# Leadership Development

Assessments, action plans, coaching services and educational resources are available online and through workshops, training sessions, classroom presentations and collaborations with DePaul University departments and divisions and other Vincentian organizations

## Assessments

The entire series of four Vincentian Leadership Assessment tools have been moved online to the Project website at leadership.depaul.edu. Individuals are able to assessments on-line and receive an improved customized report of their Vincentian leadership practices. This year the VLA-Self has been translated into French and Spanish.

## Leadership Development Workshops and Skill-Building Seminars

Throughout the Spring Quarter, the de Paul Leadership Project in partnership with the Office of Mission and Values and Human Resources, held training seminars for University staff and managers. The sessions, offered in three parts, were designed to assist managers and staff to further develop their ability to provide and receive effective feedback, to understand the performance appraisal instrument and to explore coaching, communication and professional development in the Vincentian tradition.

The workshops attracted faculty, staff and managers from across the University and were facilitated by staff from DLP, Office of Mission and Values and Human Resources. A total of 105 University employees enrolled in the workshops—69 managers and 36 staff.

*"The most valuable part of this workshop was the communication between the group and the spirit to teach and learn."*

- DePaul University Manager

## Student Orientation Leaders Vincentian Leadership Seminar

New student orientation leaders benefited from a leadership training program that emphasized Vincentian mission and values at DePaul University and introduced leadership concepts and Vincentian leadership assessments and resources to 20 student leaders.

## Center International de Formation in Paris

Dr. John "Jack" Lane represented the Leadership Project as a facilitator and mentor in a month-long workshop, **"Servant Leadership: In the Footsteps of Jesus, as Servant and Vincent de Paul."** Dr. Lane introduced leadership concepts and Vincentian leadership assessments and resources to 13 local superiors from the Congregation of the Mission.

## Educational Materials

The Project produced three new educational workbooks to support leadership and skill-building seminars

- ◊ **Giving and Receiving Feedback**
- ◊ **Vincentian Leadership Coaching**
- ◊ **Vincentian Leadership Development Guide**

**Leadership Coaching** The Project expanded its coaching staff and developed new coaching tools to accommodate increased interest from DePaul professionals and alumni. A list of our coaches and their bios is located on our [website](#).

# Collaboration – Activities, Projects and Programs



The Project continues to focus on providing outreach and enhancing its tools, training and leadership programs to the DePaul University community and to external organizations. This year the Project sponsored or co-sponsored collaborative programs and projects that emphasized Vincent de Paul's leadership and invited individuals to examine contemporary leadership in Vincentian organizations and institutions.

## Lens on Leadership Newsletter

The Project's newsletter, *Lens on Leadership*, was introduced in January of 2006. The newsletter is distributed to over 1,000 subscribers. This quarterly publication is available on our website and also appears on the DePaul University Portal (accessible by anyone who has a Campus Connect ID and password).

## Enhancements to [leadership.depaul.edu](http://leadership.depaul.edu)

Our programmer and web designer, Ali Raissouni and the translation team of Anthony Viot (French) and Andrea Cristancho (Spanish) have provided numerous enhancements to the web site. Launched in May, the new website provides users with interactive features that allow users to participate in on-line discussions and to post leadership events. Improved reports and on-line resources contribute to individual and organizational leadership development. The VLA-Self Assessment is available in Spanish and French. The site now has added security in the form of SSL Encryption, Secure Sockets Layer technology that provides additional security to maintain confidentiality and ensure user privacy.

## Walsh University

Matt Abramowski, a graduate student in Walsh University's Theology Department, collaborated with the Project to conduct research for his Thesis entitled, "Enabling the Way of Vincent de Paul to Empower Lay Volunteer Leaders in Both Charitable and Social Organizations." A copy of his thesis will soon be available on our website.

## Vincentian Family Database

Funded with a grant from the Vincentian Endowment Fund, [The Vincentian Family Database](#) resides on the Project's website and contains information on 369 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 de Paul DVD

The DVD, produced by the Project and supported by a grant from the Vincentian Endowment Fund, focuses on how Vincent's ideals and spirit live on throughout the University. The DVD was distributed to all DePaul staff and faculty in May 2006. Currently the DVD is being used across the University in the following programs and courses:

- Student Affairs Student Leader Orientation
- Weekly New Employee Orientations
- Annual New Faculty Orientation
- Masters of Public Services Management 520 and 521 Leadership Courses
- University Internship Program
- University Development Recognition Programs

# Collaboration –Activities, Projects and Programs

## Vincentian Heritage Tour: Brazil

In December 2005, 13 participants and 3 coordinators (Kalinka Copello, J. Patrick Murphy and Marco Tavanti) visited Rio de Janeiro, Brazil to explore and experience the spirit and practices of service leadership of the Saint Vincent de Paul Society youth leaders and non-profit organizations actively engaged in organized services and advocacy for the poorer sectors of Brazilian society, especially for children and youth.

Eduardo Marques of the St. Vincent de Paul Society and Viega de Almeida University served as hosts to the DePaul delegation. The Tour included participation in a conference on NGO management which introduced participants to Brazilian challenges and opportunities of educating and organizing effective and collaborative social services. The Vincentian Heritage Tour – Brazil, made possible by a generous grant of the Vincentian Endowment Fund, received very positive reviews from student and faculty participants.

## DePaul Reads Together

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 was distributed to DePaul University full-time faculty and staff in the fall of 2005. The Journal was used as text for DePaul Reads Together (157 registrants) and authors of the papers presented at three panel conversations throughout the academic year.

## Vincent Week

In September 2005, as part of the University's Saint Vincent de Paul Week, the Project hosted Meet-the-Authors events on both campuses. In addition, the DVD, "Continuing the Mission of St. Vincent de Paul," was shown on both campuses.

## Rosa Parks: Transformational Leadership and the Civil Rights Movement

Laura S. Washington, a Chicago Sun Times columnist and DePaul University's Ida B. Wells-Barnett Professor facilitated a community dialogue entitled, "Rosa Parks: Transformational Leadership and The Civil Rights Movement."

Sponsored by the de Paul Leadership Project and the Student Leadership Institute, with support from the Office of the President and Office of Diversity, the program was designed as a dialogue, and facilitated in the world café style, Laura drew on her own experience and facilitated a conversation that encouraged participants to reflect on the representation of Rosa Parks in historical literature and to discuss leadership and its role in social justice.

## Grants and Awards

The Project received an \$8,000 award from DePaul University's **Vincentian Endowment Fund** to complete the DVD project entitled, "Continuing the Mission of St. Vincent de Paul." The video was made available and distributed in May 2006.

**Marco Tavanti, Ph. D.**, was selected as DePaul University's Institute for Business and Professional Ethic's 2006-2007 Wicklander Fellow. Tavanti's application, "Vincent de Paul Poverty Reduction Project," outlines a collaborative initiative between DePaul University, Niagara University, St. John's University and Adamson University in Manila, Philippines.

**The Office of Diversity and the Office of the President** at DePaul University granted The Project and the Student Leadership Institute a \$600.00 grant to sponsor, " Rosa Parks: Transformational Leadership and the Civil Rights Movement Keynote Lecture and Leadership Workshop" presented during DePaul University's month-long celebration of Reverend Dr. Martin Luther King and African American History month in January 2006.

Mary McGuinness, Assistant Director of the Project was chosen to participate in the **August 2006 Vincentian Heritage Tour to France**. The tour is designed to encourage the development of Vincentian leadership among faculty and staff members and is funded by the participant, The de Paul Leadership Project and The Office of Mission and Values.

Stephanie Demarest, graduate assistant, was awarded a **Vincentian Volunteer Scholarship** to help pay for her studies. The scholarship is designed for students who have participated in one of the Vincentian volunteer programs and whose graduate studies further the mission of St. Vincent de Paul.

# Papers, Conferences and Presentations

The Project Team presented, “**Frederic’s Vision: Answer the Call**,” to the National Meeting of the St. Vincent de Paul Society in Chicago in August.

Superior General Reverend Gregory Gay, C.M. invited the de Paul Leadership Project to present the Vincentian Leadership model and leadership development activities to members of the **International Vincentian Family**. The Leadership Team presented on the activities, research and resources of the Project during the annual three-day meeting in Paris, France from January 26 to January 30.



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

J. Patrick Murphy traveled to Curitiba, Brazil in June to co-host The Conference on Higher Education Management of Catholic Institutions in the Americas. He co-designed the three-day conference and presented “**Mission vs. Entrepreneurship**.”

Murphy presented a two-part presentation at the National Catholic Development Conference in June in St. Louis. The presentations were entitled, “**We Want the Best**” and “**We Want the Best Part II: Practical Lessons**.”

In November, Murphy contributed to the **DePaul Reads Together** Panel Discussion of the Vincentian Heritage Journal at DePaul University. He reflected on his article, [“We Want the Best”](#) and the Project’s role in this special edition of the Journal.

Murphy presented “**U.S. Perspective of the Challenges of Non-profit Organizations**” at the International Seminar on Leadership and Public Service hosted by the University Veiga de Almeida in Rio de Janeiro in December.

Dr. Murphy was the keynote speaker on February 22 at a one-day conference in Kochi, India. The objective of the conference was to initiate a collaboration between institutions with Vincent de Paul as their figurehead. Dr. Murphy presented the de Paul Leadership Project and its services to his audience of 45 representatives from nine religious and lay congregations in and around Kochi who share St. Vincent de Paul as their patron.

In March, the Catholic Higher Education Research Cooperative (CHERC) was held at DePaul University. Dr. Murphy served on a panel of DePaul faculty and students who reported on their research findings related to mission, vision and values.

In March, McGuinness presented the Keynote address at the 29th Annual Appreciation Luncheon for the Snohomish County Council of St. Vincent de Paul in Everett, Washington. Her presentation, “Rediscovering Vincent’s Leadership” was given to an audience of nearly 200 volunteers.

In April, McGuinness designed and facilitated a workshop entitled, “Giving and Receiving Feedback.” The workshop focused on techniques and skills in the workplace.

McGuinness designed and facilitated the workshop, “Continuing the Performance Discussion and Coaching” in May. The workshop, co-facilitated by Craig Mousin from the Office of Mission and Values, examined the leadership of DePaul and his followers and offered participants a framework for communication using coaching techniques.

In May, McGuinness served as facilitator of a DePaul Reads Together Discussion Group.



**Mary McGuinness, M.Ed.  
Assistant Director**

# Papers, Conferences, Presentations,

Tavanti facilitated the **Cross-cultural Leadership** and **Peace-Building Leadership** workshops for DePaul University's Student Leadership Institute. Participants discovered the many connections between intercultural communication, conflict management and Vincentian values, organizational leadership development.

In October, Marco Tavanti and Tim Winkler, an MPS student, presented at the **Linking Adults with Community Symposium**. Their paper focused on the Chiapas (Mexico) study abroad program and its relevance for adult professional education, sustainable development, and poverty reduction.

In December, Tavanti presented at the International Seminar on Leadership and Public Service hosted by the University Veiga de Almeida in Rio de Janeiro. Professor Tavanti's presentation, "**Sustainability, Partnership and Diversity**" introduced the Vincentian Leadership Model in relation to today's managerial challenges for non-governmental organizations (NGOs).

Tavanti consulted to the first meeting of the **Think Tank for Systemic Change**, headed by the General Administration of the Congregation of the Mission and coordinated by former Superior General Fr. Robert Maloney. The objective of the Think Tank is to identify and analyze effective strategies for poverty eradication worldwide and communicate them through a publication, workshop and educational kit. Dr. Tavanti acted as observer-analyst of the emerged themes along with the explanation of key concepts and research on systemic change and best practices.

In May, Tavanti contributed to the DePaul Reads Together Panel Discussion of the Vincentian Heritage Journal at DePaul University. He reflected on his article, "**Cross-Cultural Vincentian Leadership: The Challenge of Developing Culturally Intelligent Leaders**" and the Project's role in this special edition of the Journal.



**Marco Tavanti, Ph.D.**  
Associate Director

## William and Mary Pat Gannon Hay Receive Honorary Degree



*William and Mary Pat Gannon Hay with DePaul University president, Rev. Dennis Holtschneider, C.M.*

Five years ago, the Hays made an extraordinary \$1 million contribution to fund the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project. This project has already enabled scores of DePaul administrators, staff and faculty and others around the world to develop further their Vincentian leadership potential and skills and thus extend St. Vincent's mission to serve, as he so fervently desired.

Thus, it is the honor of DePaul University to bestow upon William E. Hay and Mary Pat Gannon Hay the degree of Doctor of Humane Letters, honoris causa, with all the rights and responsibilities appertaining thereunto.

June 11, 2006

# Advancing the Vision and the Values of Vincentian Leadership

## Priorities for 2006-2007

**Completion of a popular text** that identifies Vincentian leadership principles and shares contemporary Vincentian leadership practices at DePaul University. The audience for this book is DePaul University faculty, staff and students.

**Completion of an academic text** that provides a more in-depth analysis of the research findings of the de Paul Leadership Project.

**A short article** summarizing the Vincentian leadership model, values and practices that emerged in the research will be published in the Fall 2006 *Vincentiana*.

**Certificate in Values-Centered Leadership January 2007.** The Certificate includes modules dedicated to four topics: Service Leadership, Leadership and Diversity, International Leadership and Ethical Leadership.

**Conference: Servant Leadership in Catholic Higher Education.** Sponsorship of conference that brings together leadership to explore and examine servant leadership.

**Development of a Vincentian Leadership Training Program,** accompanied by a Facilitator's Guide and DVD.

**Further collaboration** with the Vincentian Family to bring Vincentian leadership principles and materials to classrooms, programs and professional development .

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