



Continuing the Leadership, Management and Organizational Legacy of St. Vincent de Paul

VINCENT ON LEADERSHIP: THE HAY PROJECT ANNUAL REPORT 2008 - 2009

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Letter from the Director

Dear Colleagues and Friends:

It is my pleasure to provide you with this update on the progress of our initiatives. The theme for the 2008-2009 academic year was “on the move.” During that year, our project team literally traveled the globe as we pursued our mission. This year, the travels have continued while we also explore new ways to reach out to the DePaul University community, particularly students, with our story of Vincent’s leadership and values.

In April 2009, J. Patrick Murphy, C.M., and I traveled to the Philippines and in July to Ireland to offer our Values-Centered Leadership Certificate to Vincentians and Daughters of Charity, lay people with whom they do ministry, and leaders from other nonprofit service organizations. I also traveled to the great State of New York to offer Vincentian leadership workshops to executive leaders at St. John’s University and Niagara University, our sister Vincentian institutions in the United States. As we shared our project leadership model and assessments on each of these trips, we gained valuable insights into their effectiveness for articulating and measuring the unique dimensions of Vincentian leadership.

I also had the privilege last year of being invited to join a task force charged with creating a leadership development plan for the Society of St. Vincent de Paul U.S.A. We met in St. Louis for two days in August, and drafted a plan much informed by our project model.

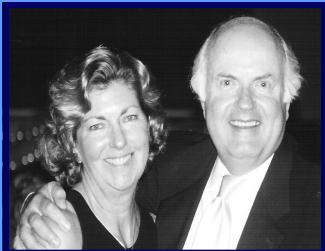
Meanwhile, at DePaul we continued to explore more ways to bring the fruits of our research and the extraordinary story of Vincent de Paul to more students, faculty and staff. In addition to our original partnership with the School of Public Service, we have strengthened our partnership with other departments, including the Student Leadership Institute, University Ministry, the Office of Mission and Values, and Human Resources, offering programming on both the Loop and Lincoln Park campuses, and off-campus.

Lastly, in July 2009, we moved our offices from Lewis Center to the 16th floor of DePaul’s new Lytton Building at 14 E. Jackson, where we now share beautifully renovated quarters with the School of Public Service. You must come visit us!

As we move ahead in 2010, we anticipate being engaged in celebrating the 350th Anniversary of the deaths of St. Vincent de Paul and St. Louise de Marillac, co-founder with Vincent of the Daughters of Charity, with the entire international Vincentian family.

Thank you so much for your support. We wish you all the best in the months ahead.

Patricia M. Bombard, BVM, D.Min



**William and Mary Pat
Gannon Hay**

Our History

The idea for **Vincent on Leadership: The Hay Project** was conceived over dinner by Bill and Mary Pat Hay, Rev. John P. Minogue, C.M., and Rev. J. Patrick Murphy, C.M. Bill Hay, a student, instructor, alumnus and friend of the University spanning more than thirty years, is so impassioned by the vision and values of Vincent de Paul that he and Mary Pat made a major gift to the University.

In 2001, Bill Hay was elected to the board of trustees of the University. While attending a Vincentian Heritage Retreat in Paris, France, and literally walking 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, and thus through the Hays' generosity, passion and purpose, the Project was birthed in April 2002.

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."

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

Mission

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

- We call it **Vincent on Leadership** after St. Vincent de Paul, whose legacy lives on nearly 400 years after his death in the members of the Congregation of the Mission (Vincentians), the founders of DePaul University where we are housed.
- We call it **The Hay Project** in recognition of William and Mary Pat Gannon Hay, whose generosity and deep admiration for Vincent de Paul gave birth to this endeavor.
- 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."

Goal and Objectives

The goal of **Vincent on Leadership: The Hay Project** is to support today's Vincentian leaders in our integration of St. Vincent de Paul's leadership vision and values, his organizational methods, and his managerial practices. Our goal is accomplished by a focus on four main areas of endeavor:

- **Research and Publications**
- **Training and Development**
- **Education and Sustainability**
- **Networks and Collaboration**

In so doing, we continue the legacy of Vincent de Paul in our hearts, minds and actions, for we *are* his legacy.



Research & Publications

Research and Publications: by conducting research and reporting our findings, The Hay Project seeks to identify and to advance Vincent-inspired leadership values, organizational methods and managerial practices, and to be of service to the DePaul University community, the worldwide Vincentian family, and other values-based organizations and institutions.

2008-2009 Highlights

RESEARCH:

The research component of The Hay Project continues through data collection provided by the Vincentian Leadership Assessments available online to DePaul students, participants in the Values-Centered Leadership Certificate, and collaborators worldwide.

Vincentian Leadership Model

Developed by Marco Tavanti, Ph.D., from initial research in 2002-2003, The Hay Project's Vincentian Leadership Model serves as a framework for the Project's key endeavors (See Page 5 for an illustration of the model). During the 2008-2009 year, Professor Ron Fernandes of the School of Public Service began work with our team to conduct a factor analysis of the data from more than 1,700 Vincentian Leadership self-assessments. We continue this work and hope soon to be in a position to speak and write about how The Hay Project's model compares with other contemporary leadership models.

Vincentian Leadership and Systemic Change

During the 2008-2009 year, members of The Hay Project team studied together the book, *Seeds of Hope: Stories of Systemic Change*, published by the Society of Saint Vincent de Paul USA. The book presents inspiring and informative case studies from around the world. We explored how the strategies and case studies served to enhance our understanding of The Hay Project's Vincentian leadership model.

The four Vincentian strategies for systemic change discussed in the book echo the four orientation's of our project's leadership model:

- Mission-oriented strategies
- Person-oriented strategies
- Task-oriented strategies
- Co-responsibility, networking and political action strategies.

Though the term "systemic change" is a contemporary one, Robert P. Maloney, C.M. notes in the prologue to the book that Vincent recognized its implications in his leadership attempts to bring "order" to the help being offered to the poor of his day, going beyond simple charity. "[Vincent] encouraged his followers to examine various elements in the lives of the poor to see what their most urgent needs were: nourishment, health care, education, job opportunities, spiritual care...He wrote precise rules for all the groups he founded, so that their service to others would be well organized"(7). Copies of the book are available through the Society of Saint Vincent de Paul by calling 314-576-3993.

Vincentian Heritage Journal

A special multi-volume edition of the Vincentian Heritage Journal, published in 2005, contains the papers from The Hay Project's conference on Vincentian leadership held in August 2003. Access to electronic versions of the papers is available at <https://leadership.depaul.edu/secure/eng/IResPublications.asp>

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Research & Publications

2008-2009 Highlights - Continued

PUBLICATIONS:

Reflections Project

During 2008-2009, we continued to gather and edit submissions from Vincentian leaders for a publication, tentatively titled, *Leading in the Legacy of Vincent DePaul*. The reflections illustrate how Vincent de Paul's teaching and action continue to inspire Vincentian leaders today. We have received a grant from the Vincentian Endowment Fund to assist with publishing this booklet in 2010.

Popular Piece on Vincent as a Leader, Organizer and Manager

Drafts of this publication, written particularly with students in mind, were circulated among some of our department partners at DePaul and shared with students. The positive feedback encouraged us to continue with the project, and we now have the first rendition ready for wider distribution.

2009-2010 Initiatives

We continue to offer assessments, action planning, training, and coaching services, both online and through presentations, workshops, and our Values-Centered Leadership Certificate. Offered in collaboration with DePaul University departments, other Vincentian organizations and local parishes, this work provides additional opportunities for us to tell the Vincentian leadership story, and to obtain feedback on our model.

Our research objective during this year is to strengthen the validity of our Vincentian Leadership Model in comparison with other models, in particular the transformational, and spiritual leadership models. This will require us to expand our research to non-Vincentians for comparison with the data we have collected through our self assessment from persons who strongly identify as Vincentians.

Participation in the Research

Vincent on Leadership: The Hay Project conducts quantitative and qualitative research to identify leadership and management practices based on the values and vision of Vincent de Paul.

Participation in the study involves completing the Vincentian Leadership Assessment available at our website or participating in an interview.

Participation is strictly voluntary.

To visit our website go to <http://leadership.depaul.edu>

For more information please contact us at:

hayleadership@depaul.edu

or at 312.362.5519

Research & Publications



MISSION Vision Values Innovation	TASK Commitment Pragmatism Risk-taking
<ul style="list-style-type: none"> Inspire a positive vision of the future Base decisions on strong sense of mission Articulate direction for organization's future Maintain high ethical standards Driven by values of honesty and integrity Find inspiration through reflection Welcome changes in methods and ideas from others Look outside the organization for best models and practices 	<ul style="list-style-type: none"> Stay involved until a task is finished Clearly direct people to achieve objectives Strive for excellence Set clear and realistic goals Base judgments on facts Effectively communicate ideas & plans View conflict as an opportunity to grow Welcome innovation even when it involves risk Openly receive criticism and challenges from others
PEOPLE Inclusiveness Collaboration Communication	SERVICE Accompaniment Empowerment Social Justice
<ul style="list-style-type: none"> Accept people with other ideas and personalities Treat others with respect and dignity Welcome people who come with problems Promote teamwork and collaboration Delegate responsibilities within a group Communicate enthusiasm and confidence to encourage teamwork Clearly communicate expectations Motivate others Practice transparency 	<ul style="list-style-type: none"> Practice leadership as a responsibility to serve rather than a position Able to let go of my personal agenda and "walk with" others into new insights Practice leadership as a co-responsibility Able to be with others regardless of race, class, gender, religion or position Help others to become better leaders Create a learning environment Delegate appropriately Seek to transform root causes of poverty and other injustices

Training & Development

Training and Development: by offering tools for assessment, personalized action planning and training inspired by the words and example of Vincent de Paul, The Hay Project seeks to assist leaders in identifying and strengthening their own Vincentian leadership skills and best practices for addressing day-to-day challenges.

2008-2009 Highlights

Assessments & Action Plans

Four Vincentian Leadership Assessment tools are available online at <http://leadership.depaul.edu>. Individuals are able to assess their leadership, invite others to provide feedback, assess cross-cultural competence and behaviors, and assess organizational values. The Vincentian Leadership Action Plan allows individuals to set goals and track their progress.

Values-Centered Leadership

During 2008-2009, Patricia Bombard, BVM, D.Min. and J. Patrick Murphy, C.M., Ph.D. teamed up to offer the Values-Centered Leadership Certificate in the Philippines in April and in Ireland in July. Former Project Director Mary McGuinness and Christina Cusumano again co-facilitated the Fall 2008 Values-Centered Leadership Certificate at DePaul.

Pamela Mantuhac, director of the Vincentian Center for Asia Pacific and the Office for Vincentian Identity & Mission at Adamson University in Manila, a Vincentian Institution, attended the Fall 2008 program at DePaul University and then worked to organize the certificate in the Philippines. She was joined in this effort by Enrique (Jay) Rock Joseph, C.M., a vocation director for the Vincentians in the Philippines. The two were hosted by The Hay Project, and attended all of the certificate sessions along with the Project Director. The three then held follow-up meetings to adapt the program content to the Philippines context.

The April program was held at the Daughters of Charity retreat center at Tagatay City in the mountains outside of Manila. The 36 participants were from the Philippines, Thailand and Cambodia. They included Vincentians, Daughters of Charity, and lay men and women. The nine-day program included a “train-the-trainer” component, giving participants an opportunity to create presentation on leadership topics covered in the program and be critiqued by their peers. Following this experience, teams of participants continue to offer the program to others. In addition to Ms. Mantuhac, they include the three others from the Philippines who came to DePaul to attend prior sessions of the Certificate program: Rock Joseph (Jay) Enriquez, C.M., Vincentian vocation director, and Nenette Abrigo and Virginia Reyes-Sapin of Santa Isabel University in Naga City.



Pamela Mantuhac, center right, works with Daughters of Charity during Vincentian Leadership program

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Training & Development

2008-2009 Highlights - Continued



Participants in the Values-Centered Leadership program at All Hallows College, Dublin, celebrate the completion of their course.

Dublin, Ireland

The Values-Centered Leadership course, held at All Hallows College in Dublin in July, drew 28 participants. Included were members of the Daughters of Charity and administrators at their institutions, leaders from other local non-profit organizations, and graduate students in the management for community and volunteer services degree program at All Hallows.

DePaul

Sixteen participants, including ten DePaul staff members and other non-profit leaders, participated in the Fall 2008 certificate program. SPS director, J. Patrick Murphy, C.M. Ph.D., lectured on servant leadership; Marco Tavanti, Ph.D., lectured on ethical leadership; and Project director, Patricia Bombard,

Workshops

Workshops on Vincentian Leadership Development were offered to the members of the Vincentian Mission Institute (VMI) at DePaul University, St. John's University, and Niagara University in the spring of 2009. The VMI is a collaborative program for executive leaders among the three Vincentian Universities.



Niagara University staff discuss Vincentian leadership during a training workshop.



Patricia Bombard with staff at St. John's University

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Training & Development

2008-2009 Highlights - Continued

Online Retreats

The Hay Project launched a second online retreat, entitled “Vincent de Paul: 17th Century Inspiration for 21st Century Spiritual Leaders” during St. Vincent’s Week in September 2009. The eight-day retreat, offers an opportunity to reflect on Vincent’s life and legacy using the spiritual leadership model proposed by Leonard Doohan in his book, *Spiritual Leadership: The Quest for Integrity* (NY: Paulist. 2007). To participate in one of our online retreats visit our Website at <http://leadership.depaul.edu>.



Coaching

Elizabeth A. Kaye, executive coach and consultant, presented a morning workshop on “**Coaching with Backbone and Heart for Leaders**” on February 20, 2009. The event was attended by eight DePaul staff members, along with several corporate and non-profit leaders. Elizabeth also collaborated with The Hay Project to initiate a pilot program of peer leadership intention groups in June 2009. The groups were facilitated by Elizabeth and met weekly by telephone. Now called *Whole Life Leadership Groups*, this effort continues to provide peer leadership development opportunities. For more information, go to <https://leadership.depaul.edu>

Elizabeth A. Kaye

Tuesday Conferences Brown Bag Lunches at DePaul

In January 2009, Patricia Bombard, project director, began hosting monthly lunchtime conversations as a follow-up program for participants in our Values-Centered Leadership Certificate. The concept was inspired by Vincent de Paul’s practice of meeting weekly with priests to provide ongoing training. These sessions became known as the “Tuesday Conferences.”

St. Vincent de Paul Society

Project Director Patricia Bombard began serving on a national task force for the Society of St. Vincent de Paul U.S.A. at the invitation of Roger Playwin, National Executive Director. She attended a meeting of the task force in St. Louis August 20-21, 2009. The goal of the task force is to assist with the design of a leadership development initiative for the Society.

2009-2010 Initiatives

Tuesday Conferences on Leadership Topics Expand to Internet Blog

In September 2009, we extended the opportunity for ongoing learning with our monthly Tuesday Conferences Blog on the Internet. We look at issues in leadership and management with the help of our Vincentian founders, St. Vincent de Paul and St. Louise Marillac, and excerpts from the writings of contemporary thinkers and practitioners like Sally Helgesen, Peter Senge, and Margaret Wheatley. Bernard Pujo, one of Vincent’s biographers, wrote: “The title ‘Tuesday Conferences’ was purposely chosen because of the etymology of ‘conference’...to bring together. The conference is the bringing together of reflections on a given subject. These meetings were not the occasion of a passive audience listening to a prepared talk.” With Pujo’s description in mind, we hope you will interact with the information presented, contributing your comments to the dialogue and learning. Visit our blog at <http://Tuesdayconferences.wordpress.com> and engage us in conversation!

Education & Sustainability

Education & Sustainability: by providing advanced courses and seminars grounded in the leadership legacy of Vincent de Paul, The Hay Project seeks to maximize the effectiveness of today's leaders in sustaining their institutions and organizations in a values-based approach to the complex social challenges of our time in history.

2008-2009 Highlights

Values-Centered Leadership (MPS 520)

The Values-Centered Leadership (MPS 520) course was offered online for the first time for full credit to School of Public Service graduate students Spring Quarter 2009. Patricia Bombard, project director, was the instructor for the course. Five Wimba sessions allowed live lectures and student interactions, including a coaching lecture and demonstration by Elizabeth Kaye, executive coach and consultant.

Leadership Lectures

Project Director Patricia Bombard offered lectures on "Spiritual Leadership," "The Spirituality of Ethics," and "Feminist Principles in Leadership" in Dr. J. Patrick Murphy's course, Leadership and Management, at All Hallows College in Dublin in July 2009. DePaul study abroad students and All Hallows students attended the week-long course.



J. Patrick Murphy at All Hallows

Both Dr. Bombard and Dr. Murphy presented papers during the second *Where People Count Conference* held at All Hallows at the end of the summer leadership session. Dr. Murphy presented on "Fools and Visions: Leadership Mettle." Dr. Bombard's presentation was entitled, "Sister Act—The Generations: An Historical Inquiry Into Leadership, Sisterhood, and Social Entrepreneurship." The one-day conference was attended by DePaul and All Hallows students enrolled in the summer leadership courses, members of the Daughters of Charity, and non-profit leaders from the Dublin area. It was co-sponsored by All Hallows in partnership with DePaul University.

2009-2010 Initiatives

Leadership and Management (MPS 521)



SPS student Deanna Carpenter with DIST administrators

The Fall Quarter 2009 Leadership and Management course was one of four SPS courses designed to include a study abroad component in India. After meeting at DePaul for the 10-week fall term, eight students from the course spent a week at the DePaul Institute of Science and Technology (DIST) in Angamaly, near Kochi in the southern state of Kerala in India. The DePaul students joined 16 students working on their Masters in Social Work or Master of Human Resources degrees at DIST. Together, they participated in lectures and field experiences. While there leading the course, The Hay Project's Director Patricia Bombard also met with several members of the Vincentian order of priests that operates DIST, and other ministries, including Dr. James Chelapurath, VC, the director of a new Centre for Vincentian Animation for the Vincentian Congregation of India.

Networks & Collaboration

Networks and Collaboration: by creating leadership networks and new collaborative structures, The Hay Project seeks to sustain leaders in their own ongoing ability to model and promote viability, productivity, solidarity, and social responsibility within their institutions and organizations.

DePaul School of Public Service

We continue to offer The Hay Project's resources to DePaul faculty who wish to bring examples of values-based leadership into their courses. A popular resource is an article by John Rybolt, C.M., on "Saint Vincent de Paul and Money" from the 2005 edition of *Vincentian Heritage*. Patricia Bombard facilitated a discussion of the article in Michael Frigo's class on nonprofit financial administration. She also lectured in George Billing's online course on ethical leadership.

DePaul Office of Mission and Values

We supported the planning and participated in the Saint Vincent de Paul Society's *Friends of the Poor Walk* along with our colleagues from Mission and Values in September 2008 and again in 2009. In 2010, we are assisting with the planning and presentations for a National Vincentian Youth Convocation in June.

DePaul University Ministry

Recent collaborations with University Ministry included a presentation on Vincent as a role model of spiritual leadership in the *Lunch with Vincent* series for DePaul staff and Faculty by Project Director Patricia Bombard. She also served on the coordinating team for the *Thursdays with Vincent* staff and faculty all-day retreats held in the spring of 2009, and was a co-facilitator with Mary McGuiness and Katie Brick for the retreat held on February 19.

DePaul University Student Leadership Institute

We began 2009 by initiating a new program for DePaul students, *Inspiring Voices: DePaul's Leadership Legacy in Action*. We were privileged to have Bill Hay as our first speaker in the new series, sharing the highlights of his life journey and his advice on leadership development. Terry Gainer, Sergeant-at-Arms for the United States Senate, spoke to students during the Spring Quarter. In 2010, our series features DePaul graduates Shonda Morrow, JD, MS, RN, Rami Nashashibi, Executive Director of Inter-City Muslim Action Network, and Caryn Bryan, MBA, HR Executive Team Leader for Target Corporation. This series, co-sponsored with SLI allows us to share with DePaul students the work of The Hay Project, and introduce students to DePaul graduates who live out that leadership legacy in their daily lives.

DePaul Human Resources

Mary McGuinness now serves as lead training specialist for DePaul's new division of Workplace Learning and Performance. Hay Project Director Patricia Bombard serves on the Advisory Group for this division. We look forward to many collaborations following the Division's assessment of university staff needs.

Vincentian Studies Institute

Patricia Bombard attended the Advisory Board meeting in December 2008 for the Vincentian Studies Institute. We also are collaborating with the VSI on its plans for a 2010 Vincentian Youth Convocation.

St. Vincent de Paul Society U.S.A.

In March 2009, Patricia Bombard was invited to join a task force created by the St. Vincent de Paul Society U.S.A. that will create for the national council a strategic plan for leadership development within the Society. The group prepared through conference calls for a two-day meeting in St. Louis in August. The work drew upon our project's Vincentian Leadership Model and a survey report presented to the Society by Mary McGuinness in 2007.

Noteworthy

Graduate Assistants



Jenny Mohan talks with Joe McCann, C.M. about her leadership poster during the *Where People Count* Conference at All Hallows College, Dublin.

Jennifer Mohan has been contributing her skills in writing and publication design to The Hay Project since September 2008. She is a graduate student in the School of Public Service, working toward her degree in Public Service Management with a nonprofit administration concentration. She attended SPS Study Abroad courses at All Hallows College, Ireland in July 2009, also participating in the *Where People Count Conference*.

Mandy Sharp joined The Hay Project staff in February 2009. Mandy is a 2008 graduate of Michigan State University and is getting her Master of Science in Public Service Management through DePaul's School of Public Service. She has considerable skills in marketing,



public relations and event planning, all of which serve The Hay Project very well.

Mandy Sharp

Jennifer and Mandy both are collaborating this year on *Meet.Learn.Lead*, a new initiative to bring together School of Public Service students for opportunities to network and continue learn about leadership topics.

Congratulations to Our 2009 Graduates

Eric Roach graduated from DePaul in November 2009, earning a Masters in Public Administration. He had worked as a graduate assistant with The Hay Project since August 2007, keeping our website up to date and helping with research. He is now pursuing a career in transportation and urban planning



Eric Roach



Andrew Smith

Andrew Smith served as a graduate assistant at The Hay Project from the of 2007 through the summer of 2009. He graduated with a Masters in Public Administration from the School of Public Service. He now is employed as Government Affairs Associate at the American Society of Plastic Surgeons. We are grateful to Andrew for his creative contributions to team thinking, his help with research, and his work in helping to coordinate The Hay Project's special events.

Vincentian Heritage Tour for DePaul Faculty and Staff Coming in 2010

The Office of Mission and Values will offer DePaul University faculty and staff an opportunity to deepen their understanding of the university's patron by participating in a guided Vincentian Heritage study tour in France in August 2010. More information on the tours is available at: <http://mission.depaul.edu/>

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