



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

VINCENT ON LEADERSHIP: THE HAY PROJECT ANNUAL REPORT 2009 - 2010

Table of Contents

- Letter from the Director
- History & Mission
- Research & Publications
- Training & Development
- Education & Sustainability
- Networks & Collaboration
- Noteworthy



Letter from the Director

Dear Colleagues and Friends:

January typically finds many of us engaged in looking back on the previous year. It also is a good time for us at the Project to evaluate key initiatives of the current academic year. In this annual report, we are pleased to share with you the results of this combined reflection on our past and our current plans with regard to the research, training, education and collaboration that encompass our project goals.

A major focus for us last year was preparation for and participation in events that coincided with the celebration by the world-wide Vincentian Family of the 350th anniversary of the deaths of St. Vincent de Paul and St. Louise de Marillac.

Another strategic focus for the year was increasing our outreach to students. We accomplished this with undergraduate students through our *Inspiring Voices* series co-sponsored with the Student Leadership Institute, and with graduate students in the School of Public Service through our *Meet.Learn.Lead.* series.

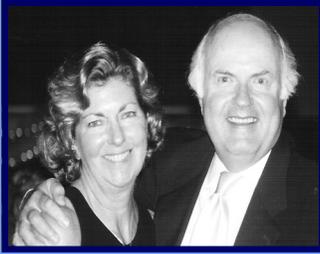
We are expanding our presence on the World Wide Web, making us more accessible to the DePaul community as well as the Vincentian Family worldwide. We now connect with students through [Facebook](#), and offer reflections on Vincent's leadership through our [Tuesday Conferences](#) blog. We are very pleased and grateful to have our publication, [Leading in the Legacy of Vincent de Paul: Reflection on Vincentian Leadership Today](#) and other published resources available online through *Via Sapientiae*, DePaul's digital research repository.

We also turned to the Internet for a solution to making our [Values-Centered Leadership Certificate](#) more affordable and accessible not only to DePaul employees, but also to our partners around the world. In June 2010, I traveled to Kenya where I met with colleagues in DePaul's collaborative effort at Tangaza College. I came home inspired to create an online version of the certificate, which launched in September 2010.

We start this new year both grateful for the past and excited about our new initiatives. We thank you for your support, and wish you all the best in 2011!

Patricia M. Bombard, BVM, D.Min

Our History



William and Mary Pat
Gannon Hay

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.

2009-2010 Highlights

RESEARCH:

The research component of The Hay Project began under the direction of Marco Tavanti, Ph.D. The objectives include revealing more clearly the leadership and management genius of Vincent de Paul, while also continuing to collect data on today's Vincentian leaders through our Vincentian Leadership Assessments and other means. A third objective is to help empower members of the Vincentian Family and other non-profit leaders toward their own growth and development. The leadership assessments help Vincentian leaders and others identify their strengths and areas for further leadership development .

Research Identifies Vincentians as Transformational Servant Leaders

Our Vincentian Leadership Model presents a set of leadership orientations and competencies identified through a content analysis of interviews conducted with religious and lay leaders in Vincentian organizations during the first phase of the project. The model also draws upon values-based approaches to leadership which began to emerge in leadership research in the 1970's. Two of these are the transformational leadership approach, which first emerged in the work of James MacGregor Burns, and the servant-leadership approach, first described by Robert Greenleaf.

As we continue to research and work with aspects of our Vincentian Leadership Model, we are seeing that it brings together elements of these two approaches into a powerful, transformative leadership development matrix (see comments on Page 6) . The foundational orientations of this matrix are: Mission, People, Task and Service.

Vincent on Leadership: The Hay Project



Transformational Leadership: An Approach for Today's Vincentian Leaders

According to Peter G. Northouse, the transformational leadership approach “fits the needs of today’s work groups, who want to be inspired and empowered to succeed in times of uncertainty”(*Leadership: Theory and Practice*, Thousand Oaks, CA: Sage, 2007, 175).

The transformational leadership approach differs from past approaches to leadership. It primarily differs in assuming a *process* worldview. It focuses on the more fluid inner dimensions of leaders and followers, as well as the dynamics between and among them. Previous leadership approaches, theories, and models confront the question of leadership from a more external, static, even mechanical worldview. For example, the trait approach, an early development in leadership studies, looks to certain inherent characteristics in leaders. It assumes individuals must be born with these characteristics to be a good or great leader. Other approaches provide a framework of options from which the leaders may choose behaviors based on objectives, such as completing a task or relating well to subordinates. Other leadership theories examine the present situation and search out an appropriate leadership response.

Continued on Page 4.

Research & Publications

2009-2010 Highlights - Continued

The transformational leadership approach includes much from these previous approaches. It also takes into account important but more fluid and subtle elements involved in working with people and situations. These elements include emotions, values, ethics, standards, vision, motivation, and mission. The transformational approach considers these elements within both the leader and the followers, for it sees them all as “inextricably bound together in the transformation process” (Ibid).

Vincentian Leadership Orientations

The Project’s Vincentian Leadership Model brings forth the deeper dimensions present in the transformational leadership model through its identified orientations and competencies.

As suggested by the Project’s Vincentian Leadership Model, Vincentian values, vision, and innovation are competencies associated with the **Mission** orientation. Ron Nahser, current Senior Wicklander Fellow in DePaul’s Institute for Business and Professional Ethics, defines a *value* as “any belief, principle or virtue held so deeply (consciously or unconsciously) that it guides our behaviors, decisions and actions”(Pragmatic Inquiry©/*Pathfinder* Lab Journal, Evanston, IL: Corporantes, 2008, vii). Our project research reveals that values of honesty, integrity, and openness in communication guide the behaviors of Vincentian leaders. Vincentian leaders build community by putting these values into practice while simultaneously encouraging teamwork and delegating appropriately.

Vincentian leaders base their decisions and actions upon a clear vision. To support this, they periodically take time to explore their own personal vision and sense of mission. They also make sure their personal vision aligns with their organization’s vision. They continue to enrich both their own and their organization’s vision by looking outside the formal boundaries of their organization. They take time to clearly articulate directions for their organization’s future to colleagues and stakeholders.

Today’s leaders need to be equipped to deal with change. Vincentian leaders respond to change with innovation. They welcome changes in methods and ideas from others, and are not hesitant to offer their own new perspectives and innovative ideas.

The **People** orientation in the Vincentian Leadership Model is identified with the competencies of inclusiveness, communication and collaboration. Vincentian leaders practice inclusion and promote diversity by working with and serving others regardless of their race, gender, religion, or position.

A model of transformational leadership proposed by B.M. Bass suggests that transformational leaders motivate their followers “to do more than the expected” by providing inspiration, intellectual stimulation, and individualized attention (Northouse, *Leadership*, 180). Our research indicates that Vincentian leaders act as transformational leaders by using various means of communication to motivate people, by setting clear goals and expectations, by creating an environment that promotes learning, and by helping others to become better leaders.

Lastly, Vincentian leaders are open to receive criticism and challenge from others. This inner attitude frees them to be collaborative leaders.

Continued on Page 5.

Research & Publications

2009-2010 Highlights - Continued

Vincentian Leaders as Servant Leaders

The Project's Vincentian Leadership model is set apart from many other approaches to leadership in that it also incorporates elements of Robert Greenleaf's servant leadership concept in its **Service** orientation and competencies. Greenleaf wrote that servant leadership "begins with the natural feeling that one wants to serve, to serve *first*." Our research reveals a correlation with Greenleaf's notion of servant leadership in the attitudes and behaviors of Vincentian leaders. These leaders approach their leadership more as a responsibility to serve than as a position. Vincentian leaders are able to accompany others on their journey, meeting them where they are and helping to empower them toward further growth. They also view service with an eye toward transforming the causes of poverty.

The Task of Creating Sustainable Organizations

Both the transformational and servant leadership approaches are about leadership that builds sustainable organizations. This dimension of Vincentian leadership is evident in the competencies associated with the **Task** orientation identified in our research. These competencies include the leader's ability to be pragmatic and committed, seeing a project through to completion, and to take risks.

Next Steps for Our Research

The Project's research to date shows that Vincent de Paul and Louise de Marillac, as well as contemporary Vincentian leaders, are examples of transformational servant leadership. Future studies will strengthen this hypothesis by using research samples of non-Vincentians, and by comparing our assessment with other scales that measure transformational and servant leadership.

PUBLICATIONS:

Reflections Project

During the earlier part of 2009-2010 we continued to edit and gather submissions from Vincentian leaders and DePaul faculty and staff for *Leading in the Legacy of Vincent de Paul: Reflections on Vincentian Leadership Today*. With a grant from the Vincentian Endowment Fund (VEF), we were able to publish the book, and distribute nearly 300 copies to students and staff at DePaul and Vincentian organizations around the country. The book illustrates how the legacy of Vincent de Paul and Louise de Marillac continues to inspire Vincentian leaders today.

Portrait of Vincent as a Leader, Organizer and Manager

How did St. Vincent make a difference? How do you make a difference? These questions are explored in a brochure edited and designed by our graduate assistant, Jenny Mohan. The brochure is a synthesis of the portrait of Vincent which emerged from the papers presented at the 2003 Lake Geneva conference and published in the Vincentian Heritage Journal in 2005. A PowerPoint presentation of this same material was created by our graduate assistant Mandy Sharp and is accessed on our website at <http://leadership.depaul.edu>. To order brochures, contact us at: hayleadership@depaul.edu

2010-2011 Initiatives

Presently, we are working to expand our research on values-based leadership through a collaborative effort with DePaul faculty member, Thomas Maier, Ph.D., who recently joined DePaul's School of Hospitality Leadership. We are working together on a project to research values-based leadership among students and practitioners in the field of hospitality.

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.

2009-2010 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 Certificate Participants Reflect on Vincentian Model

We continue receive positive feedback from Vincentians and others to whom we present the Vincentian Leadership Model in our training programs. Here are a few sample quotes from the anonymous evaluation by our recent certificate participants:

The Vincentian model is interesting; I find the competencies lend well to daily living, as well as leadership.

The aspect [of the model] which touches me is that of commitment. Leadership is stressful and it seems that for some people when things get tough they walk away as they have their eye on something else such as money. So, to have a vision which calls for commitment is rare, one only has to look at those whom we admire across the world as leaders to realize had they abandoned ship when things went badly wrong we would never know about them today. That is my challenge!

The Vincentian Model was most helpful to me; I think I will make a mini poster out of it as a reminder of my roles in life, not just work.

I really could relate to the Vincentian Leadership Development Model. Each of the four groups, with the three sub-categories made a lot of sense to me. One of the things that really resonated with me was the idea of Accompaniment because I think a lot of leaders just want to give orders, but not roll up their sleeves and “work with” others. I think this is really important. The leaders that I have admired the most were leaders who could do that.

If we as leaders would stay focused, treat others with respect and dignity, include, be non-racist, commit, take a little bit more risk, communicate, walk with people, serve, be realistic and accept criticism and challenge, indeed we would have less situations for social injustices.

I think I am drawn to the Vincentian Leadership Model—to me it is simple to understand and powerful when followed. These competencies seem to be designed to promote better leaders and develop new leaders in the process. When doing the assessment it struck me that these are the leadership competencies I should expect in myself. It also struck me that there are some that I do need to pay more attention to developing.

Vincent on Leadership: The Hay Project
Leadership Model



Continued on Page 7.

Training & Development

2009-2010 Highlights - Continued

Workshops

DePaul School of Public Service

In fall 2009, we launched the *Meet.Learn.Lead.* series developed by graduate assistants Jenny Mohan and Mandy Sharp, to bring together School of Public Service students for opportunities to network and learn about leadership. We began the series with a workshop on servant leadership that included a skills and traits assessment facilitated by Mandy and Jenny. For our winter workshop, we welcomed Donna DelGuidice, SPS Career Center Advisor, who facilitated a discussion on self leadership, job searching techniques and transferrable skills. We concluded the series with a workshop on socially responsible leadership led by DePaul Alumna, Shonda Morrow. Shonda shared her experiences as a socially responsible leader in the nonprofit, government and private sectors.

Tangaza College, Nairobi, Kenya

At the invitation of Loretta Brennan, director of the undergraduate degree program co-sponsored with DePaul's School for New Learning, Patricia Bombard led two workshops for the students at Tangaza College in Nairobi in June 2010. The workshops were entitled, *What's Changing About Leadership in Changing Times*, and *Seventy Times Seven: Forgiveness as an Attribute of 21st Century Leaders*. The Vincentians and Daughters of Charity have long ministered in Kenya. Following the workshops, Dr. Bombard had lunch with several Daughters of Charity, talking with them about the Hay Project and the Values-Centered Leadership Certificate.



Chicago-Kent College of Law

In July 2010, the Hay Project collaborated with Francine Soliunas, Assistant Dean of the Chicago-Kent College of Law and a DePaul alumna, to provide several sessions on leadership development for the PreLaw Undergraduate Scholars Program. The program assists undergraduate students in preparing for the demands of law school, and is primarily for students from disadvantaged groups that are underrepresented in the legal profession.

Tuesday Conferences Brown Bag Lunches at DePaul and Internet Blog

We continue to host monthly lunchtime conversations on leadership inspired by Vincent de Paul's practice of meeting weekly with priests to provide ongoing training. Vincent's sessions became known as the "Tuesday Conferences." In our monthly gatherings, 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 leadership theorists and practitioners. Throughout the year, we explored excerpts from writers like Lee Bolman, Terrence Deal, Margaret Wheatley, Duane Elgin, Thich Nhat Hanh, Leonard Doohan and others on a variety of leadership topics including mindfulness, spiritual leadership, and organizational management.

Continued on Page 8.

Training & Development

2010-2011 Initiatives

Free Online “Wiki” Version of Values-Centered Leadership Certificate

One of the fall quarter’s highlights was the successful completion of the Project’s first offering of an introductory online version of its Values-Centered Leadership Certificate. The course drew more than 30 international nonprofit leaders as well as several DePaul staff as participants. The course is being offered using free “Wiki” educational software available from PBWorks.com,

Participants connected through the online workspace from three African countries, the Philippines and several Midwestern states in the U.S. Over the course of 10 weeks, the participants learned about Vincentian and other values-based leadership models through a variety of readings, reflections and exercises. In evaluating the course, one participant said, “I am so excited by the knowledge and skills that I acquired from this course. I believe that they will help me to make a difference in my place of work and my interaction with people from different backgrounds.” The Winter Quarter session began with 30 participants enrolled from Belarus, England, India, Iraq, Portugal, Spain, and the United States. The next session will be offered in September 2011. For more information: <https://leadership.depaul.edu/secure/eng/IEduCP.asp>

Tuesday Conferences Expands to School of Public Service, Guests Speakers

Initially, we created these lunchtime gatherings as a follow-up for participants in our Values-Centered Leadership Certificate. In July of 2010, we expanded the invitation to all students, faculty and staff in the School of Public Service. We now also are collaborating with other DePaul divisions, such as University Ministry and Workplace Learning and Performance in Human Resources, in developing presentations and publicizing the events.

Dr. J. Patrick Murphy, director of the School of Public Service, led a lunchtime conversation in October 2010 on [Vincent, James Kouzes and Barry Posner: Time-Tested Leadership Truths](#). The presentation explored the newest book by Kouzes and Posner, *The Truth About Leadership*. Upcoming presentations include a look at the leadership scholarship of Sharon Daloz Parks, presented by Katie Brick from University Ministry, and the approach known as “adaptive leadership” developed by Ronald Heifetz, summarized for us by Mary McGuinness from Workplace Learning and Performance.

Visit our blog at <http://Tuesdayconferences.wordpress.com> for summaries of our monthly presentations and the opportunity to engage us in conversation!

“Leading from Within” Series at The Well in LaGrange Park

In an effort to expand access to our training workshops to members of the DePaul community and others in Chicago’s western suburbs, the Hay Project collaborated with The Well Spirituality Center in LaGrange Park, IL to offer *Leading from Within*, a series of four workshops held on Friday mornings from 7:30-9:00 a.m. About 25 participants engaged in the workshops, and enthusiasm for the series ran high, with a request to run four additional workshops in the spring. The new series will begin on February 25, 2011. For more information: <http://csjthewell.org/programs.html>

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.

2009-2010 Highlights

Course: Leadership and Management (MPS 521)

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 Angamly, near Kochi in the southern state of Kerala. 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, Hay Project 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.



SPS student Jessica Taylor talks with DIST students during the 2009 study abroad course. Photo courtesy of DIST.

Course: Values-Centered Leadership (MPS 520)

The credit course Values-Centered Leadership (MPS 520) was offered again online to School of Public Service graduate students Spring Quarter 2010. 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.

2010-2011 Initiatives

Course: Leadership and Management (MPS 521)

The DePaul Institute of Technology (DIST) in southern India again was the locale for this Fall Quarter 2010 study abroad course. Nine SPS students joined 19 students at the DIST for a week of presentations and field experiences. We examined the lives and works St. Vincent de Paul, St. Louise de Marillac, Mahatma Gandhi and several contemporary transformational leaders making a difference for the poor in the area through the agencies they founded.



Depaul visitors enjoy a warm Indian welcome at DIST. Photo courtesy of DIST.

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

During the summer of 2009, we collaborated with Michael Diamond, adjunct professor in the School of Public Service, to provide leadership development training for 100 at-risk high school students participating in a new project called [Student Health Force Chicago](#). Patricia Bombard again facilitated classroom discussions of “Vincent and Money,” an essay by John Rybolt, CM, in Michael Frigo’s class on nonprofit financial administration. Through SPS adjunct faculty member Molly O’Donnell, we were invited to provide a leadership development component for two programs sponsored by [Heartland International](#). The programs brought to Chicago young entrepreneurs from Kenya and Turkey.

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 2009. In June 2010, we offered presentations on aspects of the leadership of St. Vincent de Paul and St. Louise de Marillac at the National Vincentian Young Adult Convocation.

DePaul University Ministry

We attended the *Lunch with Vincent* series for DePaul staff and faculty, and also served on the coordinating team for the *Thursdays with Vincent* staff and faculty all-day retreats held during the year.

DePaul University Student Leadership Institute

In the fall of 2009, we kicked off *Inspiring Voices: DePaul’s Leadership Legacy in Action Speaker Series*, with Shonda Morrow, JD, MS, RN. This speaker series, a collaboration between the Hay Project and the Student Leadership Institute, brings DePaul alumni back to campus to speak to undergraduate students about their life and leadership experiences. Rami Nashashibi, Co-Founder and Executive Director of the Inner-city Muslim Action Network (IMAN), was our special guest in the winter quarter. A successful community organizer, Rami shared his experience as a student at DePaul who at the time founded IMAN, which over the past several years has grown into a holistic community organization that serves and empowers disadvantaged individuals and communities. Caryn Bryan, HR Executive Team Leader for Target Corporation, closed out the series with her remarks on managerial and leadership development.

DePaul Human Resources: Workplace Learning and Performance.

Hay Project Director Patricia Bombard serves on the Advisory Group for this division. Together with Mary McGuinness, lead trainer for the division, we continue to explore ways to collaborate on finding ways to meet staff development needs grounded in the Vincentian legacy.

Vincentian Studies Institute

The Vincentian Studies Institute is sponsored by DePaul University and seeks to support “a living interest in the Vincentian Heritage.” Hay Project Patricia Bombard serves on the Advisory Board for the Institute.

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

During the past year, Hay Project Director Patricia Bombard continued to serve on a task force created by the St. Vincent de Paul Society U.S.A. charged with drafting a strategic plan for leadership development within the Society. Still in draft form, the plan draws upon the project’s Vincentian Leadership Model and a survey conducted by the project in 2007.

Noteworthy

Graduate Assistants



Kelly Slay

Kelly Slay joined the Hay Project in June 2010. Kelly is a 2007 graduate of the University of Michigan where she earned a BA in Psychology. Kelly will be graduating in June with a Master of Science in Public Service Management (concentration in higher education administration) at DePaul University's School of Public Service. Kelly will be supporting many projects during her assistantship including the launch of the Online Values Centered Leadership Certificate Course.

Congratulations to Our Graduates

Mandy Sharp graduated from DePaul in June 2010 with a Master of Science in Public Service Management. Mandy joined the Hay Project in February 2009, and made great contributions to our projects with her experience in journalism, public relations and event planning. She is the author of a local blog, *Volunteer 101*, and currently works as a special projects coordinator with CCS Fundraising in Chicago.



Mandy Sharp



Jenny Mohan

In June 2010, **Jenny Mohan** earned a Master of Science in Public Service Management with a concentration in nonprofit administration. She made significant contributions to the Hay Project as a graduate assistant for nearly two years. Among Jenny's accomplishments was her work on the Reflections Book and the Homeless Initiative, a joint collaboration with the Ignatian Spirituality Project. Jenny works as a community support worker with Places for People in St. Louis, MO.

Vincentian Heritage Tours to France for DePaul Faculty, Staff and Students

The DePaul Office of Mission and Values offers regular opportunities for members of the university community to deepen their understanding of the university's patron, by participating in guided Vincentian Heritage study tours to locations in Paris and throughout France associated with the life and works of St. Vincent de Paul. More information on the tours is available at: <http://mission.depaul.edu/>

Vincentian Leadership Team

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Online Retreats

Our website hosts two online retreat providing an opportunity to reflect on your leadership in relation to the life and teachings of St. Vincent de Paul. The two retreats are:

Vincent de Paul: 17th Century Inspiration for 21st Century Spiritual Leaders

Socially Responsible Leadership and the Leadership Legacy of Vincent de Paul

You can find the retreats under “Leadership Development” on our Web site at <http://leadership.depaul.edu>.

Participate in Our 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 is strictly voluntary.

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

For more information please contact us at:

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