



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

# VINCENT ON LEADERSHIP: THE HAY PROJECT ANNUAL REPORT 2010-2011

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## Letter from the Director

Dear Colleagues and Friends:

It is my pleasure to once again provide you with an update on the recent activities of Vincent on Leadership: The Hay Project. This report covers the 2010-2011 academic year and also highlights our plans for the 2011-2012 year. Among those plans, we eagerly anticipate celebrating the 10-year anniversary of the project on April 4, 2012. See inside for more details on our special anniversary activities.

We significantly enhanced our training efforts in 2010-2011 by launching two initiatives: an online version of the Values-Centered Leadership Certificate, and a workshop series in the western Chicago suburbs. These initiatives helped us meet our goal to provide values-based leadership training in formats accessible not only to DePaul staff and faculty, but also to members of the Vincentian Family and other nonprofit leaders here in the Chicago metropolitan area, around the United States, and abroad. The online program continues to grow, with more than 70 participants receiving certificates in the Fall 2011 course. We also continued the leadership series with four new fall workshop offerings.

In collaboration with School of Public Service (SPS) faculty, we offered a leadership workshop for 20 SPS students enrolled in the Master of Science in Leadership and Policy Studies program, and workshops for two separate groups of public administrators from Beijing and Guangzhou, China, studying with The 21st Century Institute in Chicago.

Our educational efforts included another successful offering of the MPS 520 Values-Centered Leadership as a study abroad course for SPS students at the DePaul Institute of Science and Technology (DIST) in Angamaly, India, in December 2010, and again as an online course for SPS students in DePaul's Spring 2011 Quarter.

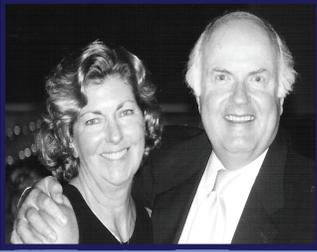
We continue to be grateful for the collaboration of other departments at DePaul University, including University Ministry, Office of Mission and Values, Student Leadership Institute, and Human Resources Workplace Learning and Performance. These collaborations help enhance our outreach to DePaul students, staff, and faculty.

We have all this and more to look back on as we celebrate the Project's 10 years of service. We hope you will join us for our party in April. Until then, we remain ever grateful for your support and wish you the very best for the new year ahead.

In gratitude,

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, was 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, Vincentian communities worldwide, and all who seek to serve others.

# 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.

## 2010-2011 Highlights

The research efforts of the project are aimed at bringing forth the story of Vincent de Paul as an extraordinary leader and manager, whose legacy continues today in organizations sponsored by those he gathered and trained—members of the Congregation of the Mission, the Daughters of Charity, the Ladies of Charity — and those inspired by his vision, such as members of the St. Vincent de Paul Society and others.

During the past year, we focused our research on Vincentian leadership practices in relation to the insights of contemporary leadership authors and practitioners. This research became the input for our monthly Tuesday Conferences lunch-hour training sessions. It also is helping us move toward our goal of preparing a leadership workbook on these topics that will be helpful to today's Vincentian leaders.

### *Publication highlights Vincent's Legacy*

Thanks to a grant from the Vincentian Endowment Fund, we sent our newest publication, *Leading in the Legacy of Vincent de Paul: Reflections on Vincentian Leadership Today* to its authors, Vincentian priests around the U.S. and at DePaul, the Vincent DePaul Professors at DePaul, and also the Colorado Vincentian Volunteers Board of Directors. An electronic version is now available from [Via Sapientiae](#).

### Vincent and Gandhi

In December 2010, Pat Bombard attended a 10-day course in India on "Gandhi and Globalization." The course, together with other readings, led to a reflection on the similarities in the life and leadership styles of Vincent de Paul and Mohandas Karamchand Gandhi. Though they lived centuries apart, both are examples of transformational leadership.<sup>[1]</sup>

Both men became in their lifetimes beloved by the people of their country and throughout the world. They continue to inspire leaders today. They achieved this greatness through profound dedication to a life of public service that also transformed them as individuals and leaders.

Interestingly, both men studied law, though Vincent's was Church law. As young men, both anticipated lucrative professional careers—Gandhi in law, while Vincent's choice for improving his family's peasant status was the Catholic priesthood, a quite typical choice in his day. However, as young adults, both Vincent and Mohandas experienced a conversion to the plight of the poor, from that point on forsaking any personal gain from their works.

For Vincent, his conversion came as he confronted the needs, both spiritual and physical, of the sick and poor living in his early parishes. For Mohandas, it came through his own experiences as the object of racial discrimination while working in South Africa. For the remainder of their

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# Research & Publications

## 2010-2011 Highlights continued

lives both men dedicated themselves to service and advocacy on behalf of the poorest and most despised people in their respective societies. Also of note: both men advocated for the involvement of women in public life.

Lastly, both men spoke freely of their faults, exposing their own struggles to live up to their personal ideals. Gandhi's biography (*My Experiments with Truth*) is remarkably humble and honest. Vincent tells us that he asked God to change his "irritable and forbidding disposition."<sup>ii</sup>

Vincent and Mohandas were both deeply religious, and sustained their dedication to service and societal transformation through a commitment to their beliefs, principles and values. A leadership framework developed by [Keshavan Nair](#), author of *A Higher Standard of Leadership: Lessons from the Life of Gandhi* (Berrett-Koehler, 1994), is based on a study of Gandhi's life and leadership. The framework consists of Five Commitments:



1. Commit to Absolute Values
2. Commit to the Journey
3. Commit to Training Your Conscience
4. Commit to Reducing Attachments
5. Commit to Minimizing Secrecy

For Nair, these five commitments form the foundation for the "higher standard" of leadership. Nair argues that leaders ought to live by the same standard in both their private and public lives. He writes: *We have been led to believe that there is one standard for private morality and conduct and another for public morality and conduct. We have come to accept that a lower moral standard is necessary to get things done in the real world of politics and business.*<sup>iii</sup>

To return to living by a single standard requires more than talk; it requires practical guidelines for the daily journey. Nair's five commitments are interwoven and in his mind create "a process for striving toward a single standard."

Kesavan Nair was inspired in his life and work by the example and teachings of Mohandas Gandhi. As Vincentians we seek to draw the same inspiration from the examples and teachings of Vincent de Paul. The commitments highlighted in Nair's five-point leadership framework, and the similarities in the teachings and actions of Vincent de Paul and Mohandas Gandhi, when explored through this framework, offer a practical guideline for our own values-based leadership and service. More to come on this in our upcoming Vincentian Leadership Workbook!

i. See J. Patrick Murphy, "Servant Leadership in the Manner of St. Vincent de Paul," in *Vincentian Heritage*, Vol. 19, Number 1, 1998 and Burns, J.M. (1978) *Leadership*. New York. Harper & Row.

ii Quoted in Robert P. Maloney, *The Way of Vincent de Paul: A Contemporary Spirituality in the Service of the Poor*. New York, NY: New City Press. 167.

iii Niar, Kesavan. *A Higher Standard of Leadership: Lessons from the Life of Gandhi*. San Francisco. Berrett-Koehler. 1994. 13

# 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.

## 2010-2011 Highlights

### Online Version of Values-Centered Leadership Certificate

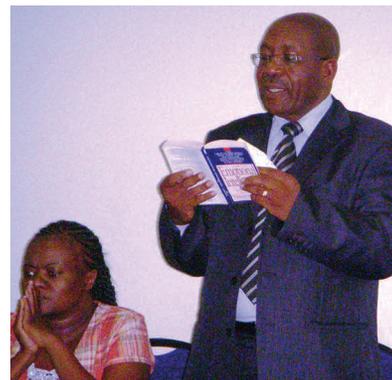
During the Fall 2010 and Winter 2011 academic quarters, we piloted the Project's first offering of an introductory online version of our Values-Centered Leadership Certificate. Both sessions drew more than 30 international nonprofit leaders who joined DePaul staff in taking the course.

The participants learned about Vincentian and other values-based leadership models through a variety of readings, reflections, and exercises. One participant said, "I am so excited by the knowledge and skills that I acquired from this course. I believe they will help me to make a difference in my place of work and my interaction with people from different backgrounds."

In May 2011, while in Kenya, Dr. Patricia Bombard had the opportunity to meet several people who took the course in the fall of 2010. While about 20 participants did the course completely online, this particular group of nine people actually took a "semi-online" version of the course, since many of them did not have consistent Internet access, though they could access email. One of the online students volunteered to feed the course material to these participants via email each week, and the group gathered in person each Friday of the course to process the material together. They sent their required reflections into the instructor via email, and held one session via Skype.

The participants told stories illustrating the impact of the course on their leadership. For example, one participant who runs a clinic, and said the activity of writing a personal mission statement made her think, "We should have a mission statement for our clinic." After finishing the course, she led her staff in working together on this, and at the meeting proudly displayed the new brochure containing her organization's mission, vision, and core values.

Other participants talked about how the course helped them both in their personal and professional lives. One participant, Rev. Amos N. Ng'ang'a, is co-director of chaplains at the Kenya airport. He commented on his learnings from the unit on "emotional intelligence." He even brought along the book on the subject by Daniel Goleman. He said in Kenya emotions have been associated with women and dismissed, but he had learned to see that men need to deal with their emotions. Furthermore, he said he could now see that in the aftermath of the 2007 killings, church leaders need to be helping people deal with their emotional response to that tragedy, not just what they think about it.



**Rev. Amos N. Ng'ang'a**

After the participants' presentations, one professor from a local seminary who was present said, "I know about many leadership courses. This one is unique; it is transformative."

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# Training & Development

## 2010-2011 Highlights

### “Tuesday Conferences” Lunches

We created the “Tuesday Conferences” lunchtime gatherings initially 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. Dr. J. Patrick Murphy, director of the School of Public Service, led a conversation in October 2010 on “Vincent, James Kouzes and Barry Posner: Time-Tested Leadership Truths.” He explored the newest book by Kouzes and Posner, *The Truth About Leadership*. Katie Brick from University Ministry looked at the leadership scholarship of Sharon Daloz Parks. Mary McGuinness from Workplace Learning and Performance presented on the approach known as “adaptive leadership” developed by Ronald Heifetz. We ended the Tuesday Conferences series in May 2011, and this year are collaborating closely with University Ministry, Workplace Learning and Performance and other DePaul divisions in developing leadership presentations and publicizing the events.

### Workshops

#### Tangaza College, Nairobi, Kenya

In May 2011, Dr. Patricia Bombard returned to Kenya to again offer leadership workshops at Tangaza College. Dr. Bombard facilitated an all-day workshop for leaders of Catholic religious congregations in Kenya, and offered a morning workshop for participants in the DePaul Bachelor degree program. During her stay, Dr. Bombard also toured the Dream Centre, a resource center for victims of HIV-AIDS sponsored by the Daughters of Charity.

#### “Leading from Within” Series

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. Workshop topics included communication skills, decision-making, cultivating compassion and forgiveness in the workplace, time management, and multiple intelligences. The series continued in the Fall of 2011 with workshops on diversity in the workplace, leadership coaching, emotional intelligence and ethics.



Sr. Alice Dralu (left) is assistant director of the DePaul program at Tangaza and Fall 2010 participant in the Values-Centered Leadership Online Certificate. She is pictured with Dr. Patricia Bombard and Sr. Loretta Brennan, director of the DePaul program.

#### Meet.Learn.Lead

This initiative provides periodic leadership development for School of Public Service students. We were pleased to have life coach Krista Mikos facilitate a workshop called “Taking ‘It’ to the Next Level.” Mikos helped the SPS students pinpoint a goal in their lives and identify specific action steps to reach it.

#### Daughters of Charity

Leadership teams and social workers from the St. Vincent de Paul Center and Marillac House participated in workshops led by Dr. Patricia Bombard on how to balance values conflicts in leadership.

# 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.

## 2010-2011 Highlights

### MPS 521 Leadership and Management

The DePaul Institute of Technology (DIST) in the southwestern province of Kerala, India, again was the locale for one of the SPS Fall Quarter 2010 India study abroad courses. Nine SPS students joined 19 students at the DIST for a week of presentations and field experiences. We examined leadership and management theory as portrayed in the lives and works St. Vincent de Paul, St. Louise de Marillac, and Mahatma Gandhi. We also met several contemporary transformational leaders making a difference for the poor in the area through the agencies they founded.

### MPS 520 Values-Centered Leadership

Dr. Patricia Bombard, project director, was the instructor for the SPS online credit course Values-Centered Leadership (MPS 520) in Spring Quarter 2011. Five Wimba sessions allowed live lectures and student interactions, including a coaching lecture and demonstration by Elizabeth Kaye, executive coach and consultant. Students in the course also took several leadership assessments, including the Vincentian Leadership Self-Assessment developed by the Hay Project, and create a leadership development action plan based on the results of their assessments.

### Conference

Dr. Patricia Bombard, project director, presented on the topic "Faith, Secularity and Service: An Integral Approach" at the [Faith, Justice and Civic Engagement Conference](#) held at DePaul University, June 16-17, 2011. The conference was attended by students, staff and faculty from DePaul University and other secular and faith-based educational institutions seeking to explore connections among faith, service and learning.



The Fall 2010 MPS 521 India Study Abroad Course began with traditional welcome rituals. Photos 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.

## 2010-2011 Highlights

### DePaul School of Public Service

Vincent on Leadership: The Hay Project teamed up with School of Public Service faculty to facilitate a day-long workshop on leadership for students in the SPS Leadership and Policy Studies program. Dr. Patricia Bombard and Dr. J. Patrick Murphy again facilitated classroom discussions of “Vincent and Money,” an essay by John Rybolt, CM, in SPS part-time faculty member Michael Frigo’s class on nonprofit financial administration.

### DePaul University Libraries

In the fall of 2010, we were pleased to work with library staff to have all our publications added to the newly created digital research repository called [Via Sapientiae](#)

### DePaul University Ministry

During the year, we again lent support through attending the monthly *Lunch with Vincent* series for DePaul staff and faculty, and the *Thursdays with Vincent* staff and faculty all-day retreats.

### DePaul University Student Leadership Institute (SLI)

Undergraduate student interest continues to grow in our collaborative leadership series, *Inspiring Voices*, held quarterly. Returning DePaul graduates who spoke with students included Rachelle Snyder, teacher and co-founder of Chicago Needs Education Reform Now; Mark Wattle, divisional vice president of Human Resources, Business Strategy and Solutions, Walgreens Corporation, and Araceli Arroyoa, AVP Digital Marketing, HSBC Corporation.

### DePaul Human Resources: Workplace Learning and Performance.

Project Director Patricia Bombard serves on the Advisory Group for this division. Together with Mary McGuinness, lead trainer for the division, we continue to collaborate 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.” Dr. Patricia Bombard, director, 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 plan for leadership development within the Society. Still in draft form, the plan draws upon the project’s Vincentian Leadership Model, and the integrates the Society’s four key elements: spirituality, friendship, service and servant leadership.

### Streetwise Magazine

We worked with the editor-in-chief, Suzanne Hanney, to create a cover story and side articles on the social service legacy of Sts. Vincent de Paul and Louise de Marillac in keeping with the 350th Anniversary of their deaths for the December 22-28, 2010 issue of the magazine. *Streetwise* is published by a non-profit organization with a mission to assist homeless men and women in Chicago achieve financial stability.

# Noteworthy

## April 2012 Marks Project's 10-Year Anniversary

Please save the date! Plans are underway for a special event on Wednesday, April 4, 2012 from 4:30 - 6:30 p.m. to mark the 10-year anniversary of Vincent on Leadership: The Hay Project. The initial stage of research into contemporary Vincentian leadership practices conducted by Marco Tavanti, Ph.D., and J. Patrick Murphy, Ph.D., began in April 2002. The event will be held at the School of Public Service, 14 E. Jackson Blvd., 16th Floor. We hope you can join us for the birthday celebration.

## A Big Thank You to Our Donors!

We are especially pleased and grateful to report a very generous donation to the Project made in December 2010 by Thomas DiCianni, a 1980 graduate of the DePaul University College of Law. Mr. DiCianni, who is a member of the University's Catholic and Vincentian Campaign Committee, pledged \$25,000 to help support our research projects, publications, and training programs. We are extremely grateful to Mr. DiCianni for his investment in the Project, and his support of DePaul's mission.

We were able to offer our Winter 2012 online Values-Centered Leadership Certificate course to participants free or at a reduction of the \$75 non-profit rate thanks to a very generous scholarship donation made by former project director, Mary McGuinness and her husband, Evan Jones. Many course participants work at non-profit agencies without a professional development fund, or connect to the course from developing countries. The Jones' family gift funded 12 scholarships. We are deeply grateful.

## Congratulations to Our 2010-2011 Graduate Assistant—Kelly Slay



**Kelly Slay**

**Kelly Slay**, our 2010-2011 graduate assistant, completed her Master of Science in Public Service Management (concentration in higher education administration) at DePaul University's School of Public Service in the summer of 2011. Kelly is now enrolled in a doctoral program at the University of Michigan School of Education. After completing her education, she hopes to join the faculty of a university and to continue in her passion to serve as an advocate for underrepresented minority students in higher education.

## Welcome Lauren Woodham—2011-2012 Graduate Assistant

**Lauren Woodham** joined the project in June 2011, and began her course work toward the degree in Public Administration in the School of Public Service in the fall with a focus on international public management. She is a 2011 graduate of Roosevelt University, earning a bachelor of arts degree in political science. She previously lived in Guatemala and hopes to return there after graduation to a position helping to empower women.

## Update on Mandy Sharp

**Mandy Sharp** (MPS '10), former graduate assistant, is now working with the US Fund for UNICEF as the Global Citizenship Fellow. During this one-year fellowship, Mandy will strengthen relationships with the Chicago community through outreach, advocacy and fundraising initiatives including the UNICEF Tap Project, Teach UNICEF, Trick-or-Treat for UNICEF and a new initiative focusing on human trafficking, End Trafficking. Mandy also will work with the UNICEF Campus Initiative and UNICEF High School Clubs to promote global citizenship and awareness of UNICEF's work with children around the world. She reports, "I am excited to learn something new every day in this role, and to meet individuals and groups interested in supporting UNICEF's life-saving work for children."

## Vincentian Leadership Team

**Patricia M. Bombard, BVM, D.Min.**

Director

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**Lauren Woodham**

Graduate Assistant

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### Trainers and Consultants:

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

Mary McGuinness, M.Ed,

Elizabeth A. Kaye

Ron Fernandez, Ph.D.

### Please Save the Date!

#### Our 10-Year Anniversary Celebration

**Wednesday, April 4, 2012**

**4:30 p.m. - 6:30 p.m.**

School of Public Service  
DePaul University  
14 E. Jackson Blvd., Suite 1600  
Chicago, IL 60604

**Come join the party!**

### Find us on Facebook

When you “like” us on [Facebook](#), you will meet other fans of Vincent and receive announcements of upcoming events.



### Help Us Help Others

You can help non-profit leaders receive immediate help with their leadership challenges by helping us provide scholarships to our online Values-Centered Leadership Certificate. Please make your donation of \$50, \$100, or more today. You can mail us a check made out to “DePaul University” or call us to donate via credit card.

**Thank you!**

#### Vincent on Leadership: The Hay Project

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